

Take German unity seriously, Allies warned

By David Marsh in West Berlin

THE US, Britain and France were yesterday given a solemn warning by leading West Germans to take seriously German aspirations on unity or risk sparking serious resentment against the Western Allies.

The warning was given added urgency by yesterday's revelation in East Berlin that the Soviet Union is making military neutrality of the two German states a condition for German unity.

At a conference on the future of Germany, Professor Dieter Mahncke, deputy head of planning staff at the Bonn Defence Ministry, said reunification had to take place on the basis of solid links with the European Community and

Pointing out the tendency of Britain and France to mistrust West Germany's attachment to the West, he asked of the Allies: "What have they learnt from the past? They should not repeat the failures of the 1930s."

Mr Mahncke, who was speaking before the news from East Berlin broke, pointed to the dangers that the people of East and West Germany might decide that unity was preferable to continued membership of Nato and the Warsaw Pact. "We have to avoid this choice coming about," he said.

In another comment underlining the pressures for unity building up before the East German elections on March 18, Mr Ottfried Hennig, state secretary in the West German Ministry for Inner German Relations, also criticised the

Allies' stance on reunification. "Foreign governments cannot for 40 years support human rights, freedom and self-determination for Eastern Europe, and then, when the process starts, put their worries about it into the foreground," he said. "That is not consistent."

Mr Heinz Ruhm, the chairman of Lufthansa, told the conference, organised by the West German government newspaper group - that he was growing increasingly irritated about fears abroad of the economic might of a unified Germany. "It is the same whether we are 60m or 76m (people)," he said.

Mr Ruhm, an outspoken critic of Allied control of air routes to Berlin, said West Germany's partners should be careful not to push Germany into a corner as in the 1920s and 1930s.

"Not only the Germans murdered the Weimar Republic," he said, adding that Germany's first experiment in democracy failed partly because foreign politicians declined to support German moderates in the 1920s.

The Bonn government's view as set out by Mr Hans-Dietrich Genscher, the foreign minister, on Wednesday, is that a reunified Germany should remain part of Nato but that the area taken up by East Germany could be demilitarised.

Mr Pierre Lellouche, a leading French foreign policy expert, said a "strategic vacuum" in the middle of Europe would encourage dangerous forces of nationalism across the continent.

E German plea for cash to help stem immigration

By Andrew Fisher in Dresden

EAST GERMANS will continue to leave for West Germany unless foreign capital flows in quickly enough to help revive the economy and improve living standards, according to Mr Wolfgang Berghofer, the mayor of Dresden, who recently left the Communist party.

"The capital doesn't come to us, then our people will go to the capital," he said. East Germans have continued crossing into the West at the rate of up to 8,000 a day. The mayor was speaking at a dinner to mark the opening of an office by Dresdner Bank, West Germany's second largest bank, in Dresden - where it was founded 118 years ago - and

other East German cities. Mr Wolfgang Röller, the bank's chief executive, said the transfer of Western capital, technology, and management and marketing know-how to East Germany was urgently necessary. "The quicker this transfer is made, the more successful will be the reworking of the economy and the resulting improvements for the people."

Dresden's mayor, whom local business and officials believed could play an important role in the newly volatile East German political scene, said the opening of an office by Dresdner Bank in the city had a significance "way beyond" the merely regional.

Romanians play down power-sharing offer

THE all-powerful provisional National Salvation Front, Romania's leading body yesterday proposed the creation of a "mini-parliament" with veto power over the NSF ruling council until elections are held on May 20, AP reports from Bucharest.

But initial reaction to the proposal from the opposition was sceptical. "They're not going to share power with me," said Mr Mihai Balasescu, vice president of the newly formed Progressive Party. "No one in history wants to leave power. They just want to have discussions."

The 11-member council is the ruling arm of the NSF, which took power in the vacuum after the December revolution which toppled the dictatorship of Nicolae Ceausescu.

The proposal was made at a roundtable conference which the NSF said was aimed at giving a governmental role to the opposition. The front said the "mini-parliament" would be composed of three members from each of the 28 opposition parties but gave no time frame for its establishment. Also discussed during the six-hour meeting was the need for more technocrats in the NSF.

France gets tough on immigration but struggles with the European dilemma

Jennifer Monaghan reports on problems posed by open borders

IMMIGRATION is the most important source of conflict in France, according to Prime Minister Michel Rocard. His assessment is proving all too accurate, not just for France but for Europe.

In France, immigration has been in the headlines since the autumn. The spark was the *affaire des foulards*, launched when a headmaster precipitated a collision between Islam and secular state education by banning three Muslim girls from attending classes in their headscarves. The affair still rumbles on.

The perceived menace to the principle of *laïcité* (hard-won against 19th century Catholicism) is just one aspect of a diffuse sense of threat. Islam is the second religion of France, yet neither the French state nor the French people have discovered how to live with it.

In a country used to legalistic, cut-and-dried solutions, the *affaire des foulards* represents a major headache. The fundamentalist minority, quick to take to the streets, reinforces French popular perceptions.

The headscarf affair coincided with new statistics revealing that primary immigration, far from halting, had

Brussels urges wider links with East bloc

By Lucy Kellaway in Brussels

FUTURE relations between the European Community and Eastern Europe should be broadened to include political, trade, financial and technical matters, but should not focus on the issue of EC membership, the European Commission said yesterday.

Its views on the evolution of relations with East Europe - which, although lacking in detail, constitute its clearest policy statement so far - will be presented to member states at Monday's foreign ministers' meeting.

The paper follows an impassioned speech to the European Parliament by Mr Jacques Delors, the Commission president, calling for "new forms of co-operation with Eastern Europe" and raising the question of East German membership of the EC.

The Commission will suggest five firm conditions for the granting of aid to East European countries.

These are a respect both for the law and for basic human rights, the establishment of a multi-party system, the holding of elections before the end of this year, and movement towards a market economy.

The type of association agreements envisaged with Eastern Europe would be similar to those being negotiated between the EC and the European Free Trade Association.

The areas covered would include the liberalisation of trade, technical assistance and financial support, joint projects for building East Europe's infrastructure, and a political dialogue of unspecified nature.

The relationship should involve considerable flexibility to be fine-tuned to suit the different needs of individual countries, the Commission said.

It also said there was a need for new types of aid for East Europe, which would include export credit and investment promotion.

Necessary changes to the Community budget would also have to be made.

The Commission will receive requests for aid later this month from East Germany, Bulgaria, Czechoslovakia, Romania and Yugoslavia, containing a progress report of returns on the five tests.

It said this would be taken into account in the granting of aid.

Lawyer's murder revives extremism fears in Turkey

By Jim Boden in Ankara

TURKISH FEARS of a return to the extremist violence that led to the 1980 military coup have been stoked by the murder on Wednesday night in Ankara of Mr Muammer Aksay, head of the Turkish Law Association.

Responsibility for the assassination was claimed by the hitherto unknown "Islamic Revenge Movement" and has been condemned by leaders across the political spectrum, including President Turgut Ozal.

"Nobody knows what will happen next in Turkey. It's a shadowy situation," said Mr Ugur Mumcu, a respected col-

EUROPEAN NEWS

Belgrade offers an olive branch to Kosovo

By Judy Dempsey in Belgrade

YUGOSLAVIA'S Prime Minister, Mr Ante Markovic, yesterday called for a "dialogue with forces in Kosovo on the condition that they agree to maintain the integrity of the country and the implementation of the economic and social reforms." The Prime Minister announced measures to try to reduce the tension and restore stability to the region and the country as a whole.

Unrest continued yesterday in the southern province of Kosovo, where the federal authorities say 19 people have been killed over the past 10 days in clashes between the ethnic Albanian majority and the police.

Mr Markovic said that the Government would send the Federal Secretary of Information to the province "because the public is not fully informed of events in Kosovo."

Close sides said yesterday that any chance of a dialogue with the ethnic Albanians, the federal authorities and the Serbian minorities required an end to the "bitter, racist and

tions and dialogue.

"Any activity outside the legal institutions of the system should be avoided," Mr Markovic said, adding that meetings, strikes and demonstrations in other parts of the country . . . do not contribute towards solving the problems."

This was a clear reference to recent nationalist demonstrations in Serbia in which thousands of Serbs vowed to march to Kosovo to protect the Serb and Montenegrin minorities against alleged intimidation by the ethnic Albanian majority.

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MONTENEGRO
KOSOVO
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THE BUSH PROPOSALS

A presidential punch at the Pact and a pat for the allies

Lionel Barber sums up the White House's multi-faceted move in the military numbers game at the core of Europe

PRESIDENT George Bush's new proposal for deeper cuts in US and Soviet forces in Europe has all the familiar Bush character traits: a boyish delight in surprise and an ability to counter-punch under pressure.

The proposal — the centrepiece of Mr Bush's State of the Union address to Congress on Wednesday night — represents an attempt to seize the initiative when the president looked to be in danger of being overwhelmed by events.

Overseas, calls by the new leaders of Czechoslovakia, Poland and Hungary for the swift removal of Soviet troops from their territory have reinforced the notion that the Warsaw Pact, if not at the point of disintegration, no longer poses the threat that it did a year ago.

At home, the return of Congress this week signalled the start of fresh pressure for US defence spending cuts — driven not just by the changing circumstances in Europe but also by domestic budgetary

constraints and the search for a "peace dividend".

Together, these political considerations combined to render out of date Mr Bush's proposal last May to reduce US and Soviet forces to 275,000 troops apiece as part of the current Nato/Warsaw Pact conventional arms talks (CFE) in Vienna.

Last May, that proposal seemed bold, especially since it forced Moscow to accept an asymmetrical cut: the US would only have had to reduce its forces by 30,000, but the Soviets would have had to trim by more than 300,000.

The new Bush proposal is carefully structured and tries to strike a balance between exploiting the reduced Warsaw Pact threat while reassuring allies, such as Britain and France, that the US has not pressed the panic button. In sum, it does not mean the president's men intend to bring the boys (and girls) home.

The first aim of the proposal is to address the area of prime tension between

Nato and the Warsaw Pact, the "central zone" where the armies of the two alliances confront each other. Under Mr Bush's plan, the US can leave 195,000 troops in the "central zone" of West Germany; the USSR can leave 195,000 troops in the "central zone" of East Germany, Czechoslovakia, and Poland.

The second aim is more subtle. The US would agree to leave 30,000 more troops in other western European countries, leaving a maximum of 225,000 US troops in western Europe compared to only 195,000 Soviet troops in eastern Europe. Thus, the principle of asymmetry is preserved. But Mr Bush also wants to resolve Nato's present dilemma: how to avoid having US forces equated with Soviet forces, which would give legitimacy to the Soviet presence in eastern Europe.

The disadvantage of producing new numbers at this stage is that it could disrupt the Nato/Warsaw Pact negotiations at the (CFE) in Vienna. These were proceed-

ing rapidly and, until this week, officials sounded optimistic about an agreement before the end of this year. However, the view among top US officials is that the upheaval in the eastern bloc — coupled with President Mikhail Gorbachev's problems at home — means that Moscow is in a mood to do deals.

Among the Nato allies, the view is a little more circumspect. Officials who recall history note the effort it took Dean Acheson and President Truman to persuade a reluctant Congress to approve large-scale economic and military assistance to western Europe after World War II; now that the Cold War seems to have been won, the fear in some quarters is that this commitment could fade and isolationism could stage a comeback in Congress, with Mr Bush showing little will to resist.

Mr Bush appears to have responded with a pledge that the US will not seek an even lower troop limit once the initial CFE accord has been reached. As the White

House stated on Wednesday night, "even if — as we expect — Soviet forces in this region are reduced even further, the United States does not envision the further reduction of its forces in Europe below this new level."

More questionable is the White House assertion that the new Bush proposal reflects the "minimum level of US forces in Europe to protect US interests and sustain Nato's strategy of forward defence and flexible response." In other words, Nato military strategy is to remain intact, despite the convulsions to the east and, despite the new numbers on force levels.

Mr Richard Cheney, US Defence Secretary, offered the same reassuring message on strategy when presenting his \$205bn budgetary request to Congress early this week. The problem is that very few people in Congress believe that it holds water.

Senator Sam Nunn, who chairs the Senate Armed Services Committee and is

probably the most influential Democrat in Congress on defence issues, argues that, without agreement on a new western strategy, there can be no serious decisions on how to reshape the US military budget. His fear is that, without such an accord, Congress will simply go on "shopping spree" in search of defence cuts to pay for domestic programmes. Mr Bush's proposed troop cut is an attempt to head off such a stampede. By setting a credible benchmark on US force levels in Europe, the president is building bridges to Mr Nunn.

But the President — who is often accused of lacking vision — seems also to be trying to put a floor under future force cuts in the next round of conventional arms talks — CFE 2. There is little consensus in the administration, the US military or the western alliance on the scope of such negotiations but, as one senior British official, said: "It does not necessarily mean a repeat of lower figures."

Germans seek to convert weapons

By David Goodhart in Bonn

THE WEST German Government and weapons manufacturers such as Daimler-Benz are beginning to show a serious interest in the possibilities of "arms conversion", converting military products into civilian ones, in the light of the quickening pace of disarmament.

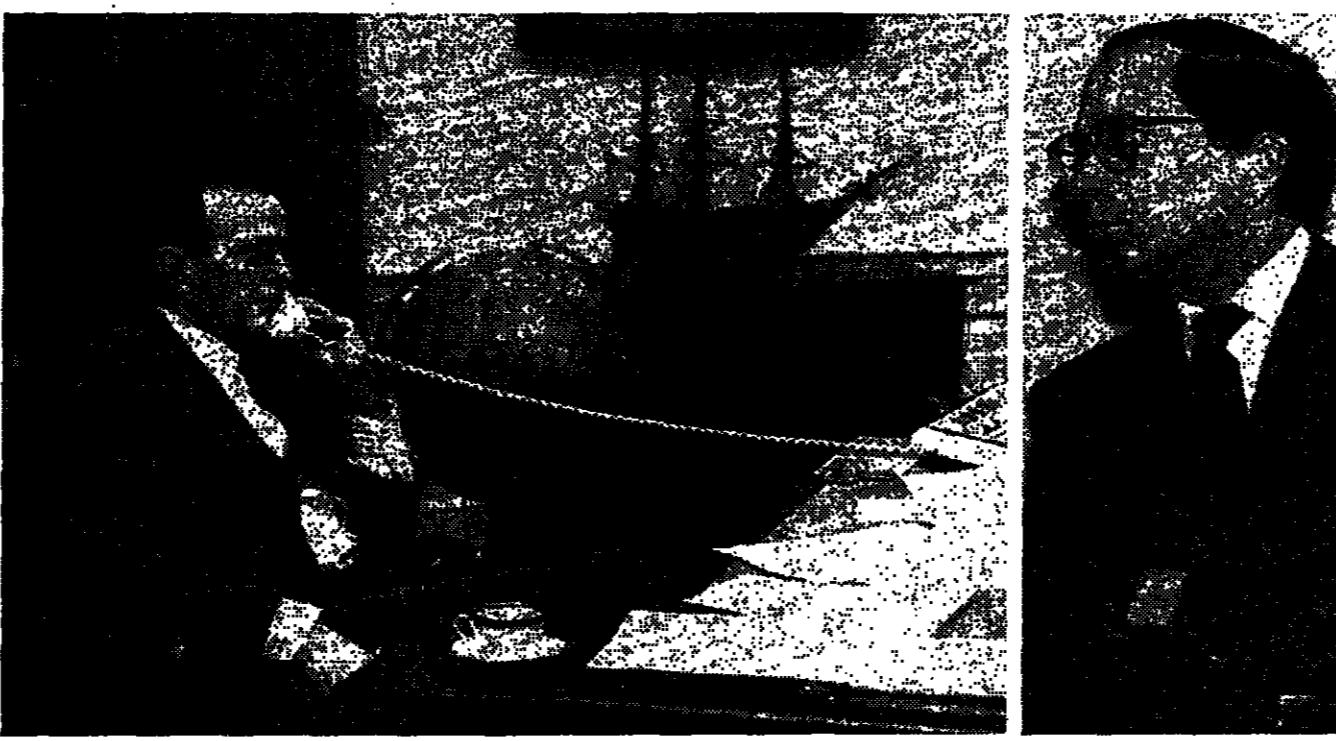
In the short term, disarmament and troop withdrawal will create problems not only for the country's expanded armaments industry but also for those towns and regions which have become heavily dependent on foreign troops.

The 245,000 US troops now stationed in West Germany spend about DM14m (25m) a year and employ 170,000 people. The expected withdrawal of 50,000 troops will leave a dent in both figures.

Rapid disarmament could also knock a dent in the earnings of Daimler-Benz which has just completed its expansion into armaments with the acquisition of MBB and the establishment of a new subsidiary, Deutsche Aerospace.

Mr Christian Poppe of Deutsche Aerospace said yesterday that the company had this month established an arms conversion committee, which would be reporting its findings in about six months. He said that conversion into medical and transport products had the greatest potential. Dornier, part of MBB, recently developed a laser machine for destroying gall stones as a spin-off from a military laser development.

In Bonn, the Economics Ministry has commissioned a report on the armaments industry from the Munich-based IFO economic institute. A chapter will investigate the potential for arms conversion.



George Bush opens a long line to Mikhail Gorbachev, but Senator Sam Nunn (right) will also need convincing about defence cuts

Union and other East European countries?

• What is the interaction of the German problem, first on Nato, and second on the European Community?

Nato, Germany and the EC — these are the three magnetic poles in West Europe; naturally, therefore, the sequence increasingly links them together, with the following addition.

• Of course we must try to keep Nato alive. Mr Gorbachev is a charming fellow; perhaps he means well. Who knows what — or who — will come along next?

• We need an integrated military structure, with specific military structures present on the ground, because that is the only (partial) guarantee that the alliance would still be alive on D-Day. A purely political alliance of formal promises runs the risk of betrayal, as Czechoslovakia was in 1938.

• Does that mean East German membership of Nato, and if so, how do we square it with the anxieties of the Soviet

Conversely, any Anglo-American attempt to perpetuate Nato's present structures, doctrines and forces might well succeed in alienating West Germany from the military alliance altogether.

• Some form of German unity might be satisfied (under paragraph 3), with a level of US ground forces in Germany that was low or even zero, with a much reduced role for land-based nuclear weapons, and with a shift from forward defence strategy with heavy troop concentrations to a strategy of strategic warning and mobilisation.

The US would still be a member of the Alliance and part of the integrated military structure, with air and naval forces in or near Europe; but it would no longer be the dominant or most visible force in the alliance.

• It is extremely important for the West, and paradoxically for the Soviet Union as well, that a united Germany should be a member of Nato. The dangerous alternative is a united Germany, possibly with nuclear capability, on the loose in the centre of Europe.

• An integrated military structure with continued German participation may only be acceptable in Soviet eyes if the organisation became low-profile, concomitant with a low-

level threat. This condition might be satisfied (under paragraph 3), with a level of US ground forces in Germany that was low or even zero, with a much reduced role for land-based nuclear weapons, and with a shift from forward defence strategy with heavy troop concentrations to a strategy of strategic warning and mobilisation.

The US would still be a member of the Alliance and part of the integrated military structure, with air and naval forces in or near Europe; but it would no longer be the dominant or most visible force in the alliance.

• The natural and necessary corollary of a tame Nato would be a strong, more federally-united EC.

A tame Nato, with more remote US forces and reduced nuclear presence, would be a valid counterpart to the reduced Soviet threat; a federally-united EC, through its institutional framework of majority decision-making and the rule of law, would be a compensating guarantee, in

civilian terms, that a reunited Germany would not be a disturbing factor in the emerging European constellation.

On both counts the new configuration should be stabilising, and reassuring to the Soviet Union and the countries of Eastern Europe; above all, it would be reassuring because the leading spokesman for Western Europe would be a civilian and not a military power. But this configuration would also have the enormous advantage for the West, in that it might provide the best available chance of keeping the Nato alliance in business.

One power might well be deeply put out by such a minimalist re-writing of Nato's role: the US, which would see a sharp reduction of its military role in the Alliance, and even a downgrading of its political role in Europe.

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OVERSEAS NEWS

Ferranti 'broke ban on S Africa arms sales'

By Michael Holman, Africa Editor

FERRANTI International, the British defence company, was yesterday accused of breaching UN embargoes on both arms exports to South Africa, and imports from the republic.

Mr Robert Hughes, the British Labour Party MP and chairman of the Anti-Apartheid Movement, has written to Mrs Margaret Thatcher, the Prime Minister, calling for an immediate investigation into "major failures by the security services in relation to Ferranti's South African connections".

Mr Hughes was drawing on information due to be disclosed last night in the *Thames* television programme, *This Week*.

He claims that as a result of Ferranti's takeover of the US registered company, International Signal and Control (ISC), the embargoes were broken.

The points raised by Mr Hughes in his four-page letter involve a complex link between Ferranti, ISC, and Armscor, the South African state-controlled arms production and procurement corporation.

Mr Hughes says it is a matter of "grave concern" that a Mr R. Clyde Ivy, a US national, was appointed to the board of Ferranti in 1987.

"Prior to this appointment," writes Mr Hughes, "Mr Ivy had been employed from 1977 to 1980 as a senior official of the South African company Kentron, which is a wholly-owned subsidiary of Armscor."

Mr Hughes alleges that at the time of its takeover by Ferranti International in 1987 ISC was under investigation in the US over alleged illegal shipment of military equipment, by its subsidiary EST Manufacturing Inc, to South Africa.

"These shipments continued up to 1989, after the takeover of ISC by Ferranti," continues Mr Hughes.

He asks Mrs Thatcher to investigate the matter "with the utmost of urgency". A spokesman for Ferranti has denied that the company was "knowingly involved with any illegal trade with South Africa".

Beirut fighting eases

By Lara Marlowe in Beirut

FIGHTING between General Michel Aoun's soldiers and the Christian Phalangist militia of Dr Samir Geagea eased last night after reports that the two men had spoken by telephone and agreed to a ceasefire.

The sound of mortar fire could still be heard in East Beirut but the artillery battles of the last two days - which killed more than 60 civilians and wounded more than 200 - appeared to have ended.

Gen Aoun had staked his future as the self-proclaimed leader of Lebanon's Christian enclave on his ability to wipe out the 10,000-strong militia, which has put up more resistance than he had expected.

For much of yesterday the city was still shrouded in smoke. Fighting was particularly heavy around the Ministries of Justice and Finance, at the eastern end of Beirut's dining Green Line.

Gen Aoun's artillery gunners wounded 15 Christian refugees - mostly children - sheltering in an abandoned school in Jenmeh, in territory held by the militia.

Many Lebanese believe that Gen Aoun's real motive in provoking the stand-off was his desire to seize the Phalange-controlled port and taxation system. President Hrawi's government in West Beirut has cut all central bank funding to Aoun's renegade government.

After the US State Department called on Gen Aoun to step down on Wednesday, he accused the Phalangists of operating "under the direction of the American secret services."

Indonesian villages bank on reforms to the farm economy

John Murray Brown looks at a shift in institutional lending

THIS week, following President Suharto's initiative on rural co-operatives, Mr Adrianus Mooy, governor of Bank Indonesia, unveiled reforms for the village economy, where more than half the country's 175m people live. "We have newspapers entering the villages, the army is in the villages, so why not the banks?" he asked.

The changes add up to a radical shift in Indonesian farm policy and a welcome move towards more market-oriented institutional lending. Subsidised credits, long seen as the universal cure for an ailing agriculture, are to go. Commercial and state banks will now have to extend 20 per cent of their loan portfolio to small enterprises, those with assets of less than Rupiah 600m (£202,020). Foreign banks are exempted.

The reforms come amid growing concern that development is bleeding the countryside, as increases in rural savings are used to finance largely urban investments. It might almost be a definition of what happens when a country develops. As one banker put it: "The man who yesterday kept his savings under the mattress is today exchanging a claim on Bank Indonesia for a claim on a commercial bank and earning interest to boot."

Thailand and Malaysia have similar policies but this is the first time that Indonesia has imposed rules on sectoral lending. It is, in part, a political gesture to defuse criticism that Chinese groups are dominating the economy. Inevitably, comparisons are being made with Malaysia's New Economic Policy which also set out to eradicate rural poverty by a racial restructuring of the economy in favour of the indigenous Malays.

Indonesia has several rural credit programmes. A 1988 World Bank report on rural credit lists more than 20. Some, like the Kupedes scheme at Bank Rakyat Indonesia, work well at market interest rates of 32 per cent.

There is also a multitude of informal savings schemes. On the small island of Lombok there are more than 20 informal associations covering everything from the cost of farm inputs to the staging of a religious festival. Despite interest of more than 5 per cent a week, the informal sector is said to account for a staggering 60 per cent of rural credit.

The general problem is that rural demand is highly seasonal - for example, rice loans.

Many of the official programme rates are too low to cover collection and administration costs. Too often, as in Mexico and other countries, there is also the feeling that subsidised credit is merely a tool of government policy.

"In our experience," said Mr Mooy, "the provision of credit at the right time, especially for small businesses, is more important than the cost and the interest rate."

This week's reforms consign one of the principal monetary instruments to the banker's locker room. The liquidity credit - high-powered money used by commercial banks to refinance loans with Bank Indonesia at prefer-

ential rates - is to be phased out. The system was introduced to restrain inflation by channelling the country's oil windfall to capital-intensive projects. A surge in investment, a construction boom and increased liquidity from new banks or new issues on the stock exchange is raising the spectre of inflation again. But for this year's record rice harvest many economists believe inflation would be higher than Bank Indonesia's estimate of 6 per cent. The liquidity credit is merely stoking the fire, hurting the small businessman, people on fixed incomes and the poor.

Outstanding amounts have now reached a third of total bank loans. Perhaps 20 per cent of that is bad debt. One reason, Mr Mooy says, is that the programme is seen by both the clients and the banks as a "social institution instead of a regular bank loan."

One despairing banker described Kut, the subsidised co-operative credit programme, as "a permanent financial disaster." He also doubted whether this week's change in the interest rate to 16 per cent - leaving the co-operative a 7 per cent margin - was enough when small credits are as little as Rp25,000.

The old argument was that farmers are poor and require capital to raise production. Without subsidies they are kept in poverty, and the modernisation of agriculture is stifled. It was also said that the co-operative provided small farmers finance without the need for land certificates or other proofs of title as security.

Performance has fallen short of expectations, however, and the costs have been much higher than anticipated. Mr Mooy cites the small investment and Working Capital credit programme where arrears payments are 25 per cent of outstanding loans. About 12 per cent has been written off. It is a similar story with the Kut.

The burden of claims on Askrindo, the Government's insurance agency, has also been considerable.

Perhaps more to the point, there is scant evidence that the subsidy

works. Indeed, when the agricultural credit programme collapsed in 1985 after massive defaults, it was found that fertiliser purchases increased.



Village life for a woman at a well in Sumatra

lending Bank Indonesia's decision to reduce its subsidised credit programme, rates for the best customers fell 3 points to 16 per cent. Commercial rates fell a point to between 20 per cent and 24 per cent, still the highest in the Asian region.

Banks are currently highly

liquid following recent deregulation which saw a spate of new banks and allowed greater competition for savings. Bank Indonesia has used its "SBBI" certificate of deposit to absorb some of this excess funds. These short-term instruments amount to around Rupiah 2,800bn (£930m). This

compares with the increase in BI's subsidised credits - the liquidity credit - which jumped Rp3,800bn in 1989 to Rp16,000bn, about a third of total bank credit.

In his annual speech to bankers last month Mr Adrianus Mooy BI's governor urged banks to bring down

rates to "reasonable levels". In particular the five state banks which account for around 70 per cent of total bank assets, have come under strong pressure. Borrowing costs have been crippling industry as it is trying to raise investment to switch into export lines in response to recent government incentives.

Traditionally rates have been little influenced by supply demand factors. With a regime of free exchange controls a more decisive factor was the rate available in Singapore coupled with expectations about further rupiah devaluation.

On the east coast, the unions are said to be ready to accept a deal whereby the Government would still invite bids for two of the wharves, but the others would be operated by the Port Authority of Thailand and its six affiliated unions.

However, the Government is

resisting, conscious that another defeat at the hands of the public sector unions would have serious implications for selling into private ownership more of the country's state-owned enterprises.

Union hostility intensified

yesterday when the Cabinet also reaffirmed its intention to change the legal status of the Electricity Generating Authority of Thailand and the Telephone Organisation of Thailand, making them both into limited companies.

General Chaitchai Choopan, the Prime Minister, has demonstrated a pragmatic approach to political issues.

Reluctant though he may be to give way again on privatisation, there is little doubt he will not put his Government's

tenure of office at real risk.

It has been widely predicted that the Government will be forced to accept a compromise over the future manning of the new Laem Chabang terminals

It is a statement issued in Tehran two weeks ago, a radical

student group warned that British citizens in Islamic countries and elsewhere would be in danger unless Britain

freed jailed Iranian students.

They were given one week to leave Britain.

The spokeswoman would not

identify the other eight but Iranian

television reported earlier that the Iranian journalist and two students had been ordered to leave the country.

Teheran broke diplomatic

relations with Britain over the

affair.

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Japan to restrain car exports to EC until 2000

JAPAN will accept continued cuts on its car exports to the European Community after 1992 but not after 2000, Reuters reports from Tokyo.

The Japanese statement comes as European foreign ministers prepare to meet in Brussels next week to try to forge a common policy on opening the market to Japanese car imports ahead of 1992.

An official of Japan's Ministry of International Trade and Industry (MITI) said Japan had been prudent in exporting to the EC and was prepared to continue this policy.

But Japan faced a Fortress Europe after 1992 with reduced access for imports.

An official Japanese report last year said that Japanese manufacturers should take no action that might cause the EC to move toward a bloc economy.

In Western Europe, oversupply is a problem. To prevent the market from becoming closed, the Japanese auto industry must continue moderate export activities and maintain a balance with overseas production.

Britain and West Germany are now fairly open to Japanese cars, but France limits them to three per cent of the market and Italy to 2,500 cars a year.

Average EC market share for Japanese car imports is 10 per

cent but in Denmark and Ireland, which have no domestic vehicle production, it reaches 30 per cent.

A European diplomat in Tokyo said the two main positions at the Brussels meeting would be that of the liberals, led by West Germany and Britain, favouring an open market, and that of the protectionists — France, Italy and Spain — who want a transition period to protect their car industries.

European diplomats in Tokyo said while sensitive and difficult negotiations would be required, a compromise could be reached.

Mr Patrice Genet, of the French Agency for Industrial Development, said there should be no problem reaching an agreement, as all parties agreed on the aim of an open market but differed on the means of achieving it.

Mr Genet said France's motor industry could not bear a sudden rise in Japanese imports and the opening had to be gradual, giving companies time to adapt. France would propose a maximum transition period of up to 1999, he said.

The MITI official said Japan could agree to a transition period during which exports would continue to be restricted, but too long a time, such as 10 years, would not be acceptable, he said.

Hungarian airline to update fleet with western aircraft

By Paul Abrahams in Budapest

MALEV HUNGARIAN Airlines is to acquire seven medium-range jets and at least two wide-body long-range aircraft, probably from Boeing.

Malev already operates three Boeing 737s and last week said it would lease three more from GPA, the Shannon-based leasing company.

Mr János Juhoda, Malev's director general, did not exclude the possibility of acquiring Airbus or Soviet aircraft if they met price and performance specifications.

Malev wants to operate two wide-body jets on routes to Asia and the US by 1993. A further wide-body jet is needed by 1995 before the Budapest

airline can meet its target of 10 aircraft by 1995.

Malev said it would prefer to purchase the aircraft outright rather than from a leasing company.

Mr Juhoda said the airline was considering becoming a privatised company. One of the advantages of this would be that some of the capital made available could be used to update the fleet.

He refused to speculate on when such a move might take place. Previous statements by the company suggest that it would not occur before next year.

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Mexican president seeks fair trade deal

By William Dulforce

PRESIDENT Carlos Salinas de Gortari of Mexico yesterday called on the General Agreement on Tariffs and Trade (Gatt) to ensure that countries such as Mexico, opening their economies to imports, received full reciprocal treatment for their exports.

Such equilibrium was one of five principles that should form the basis for the final year of the world trade organisation's trade-liberalising Uruguay Round, President Salinas proposed while visiting Gatt headquarters in Geneva.

It was paradoxical, he said, that countries delaying the opening of their economies had the greatest negotiating power in the Gatt talks.

The Mexican president was particularly harsh about the proliferation of non-tariff obstacles to imports and by the replacement of the "objective" concept of free trade with the "subjective" one of fair trade — a term which has had increasing currency in the US during the last couple of years.

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Michael Holman reports on the nightmare world of official trade figures and bureaucracy in Africa

D

o Sub-Saharan Africa trade statistics mean anything? No, according to a recent World Bank paper.

They are "almost useless", asserts Dr Alexander Yeats, a Bank economist, author of a study which reveals what are politely termed "major discrepancies" in trade data for 36 African countries.

Benin, if United Nations data were to be believed, has been a major trading partner with itself. In one year, the Ivory Coast reported exports of \$2.5bn to the European Community, \$500m less than the figure reported by Brussels. Data for Gambia are missing in 1967 and 1978, while Zimbabwe's imports from Malawi were exactly the same in 1982 and 1983, according to the UN Statistical Office.

These and many other anomalies are revealed in a report which analyses official trade statistics reported by the UN. These records are the sole source for the compilation of developing and developed country export and import statistics on a common classification system, Standard International Trade Classification (SITC).

"Official data", concludes Dr Yeats, "appear to be of no utility for determining the level, direction, composition and trends in African trade."

The implications of the study are far-reaching. Dr Yeats points out that accurate information is essential to efforts to increase trade between African countries through regional economic arrangements.

Africa's efforts to promote trade within the continent have so far had little success, although this may be due not only to unreliable statistics but also to a ponderous bureaucracy.

As another World Bank report** pointed out last November, the continent has 200 regional organisations for co-operation and integration, but the intra-regional share of total Sub-Saharan African trade is the same as it was 20 years ago.

However, the consequences of "almost useless" trade statistics go much further.

As Dr Yeats warns: "Errors in developing country trade data could adversely influence government policies relating to investment, balance of payments, initiatives for liberalisation of trade barriers, exchange rate policy and a host of other factors that affect a nation's industrialisation."

Although Dr Yeats does not elaborate on his warning, it is clearly pertinent to the structural adjustment pro-

grammes drawn up by the World Bank and the International Monetary Fund (IMF), and adopted in varying degrees by more than half of the Sub-Saharan governments.

The issues cited by Dr Yeats are fundamental to reforms, and his paper shows that at least part of the data on which reform strategies are based is thoroughly unreliable.

Aside from the neglect of government statistics departments through-

out most of Africa, Dr Yeats' report provides several reasons for the inaccuracies in trade data.

Discrepancies in reported quantities traded involving products such as petroleum, coffee and cocoa "suggest that exporters have intentionally been under-reporting shipments to circumvent international commodity quotas".

Smuggling accounts for the unreliability of figures on high-value, low-volume products such as precious

OECD warns of 'subsidy war' among world's rich nations

By William Dawkins in Paris

THE EUROPEAN Community yesterday tabled a proposal that would allow governments to apply selective restrictions against imports seriously injuring domestic producers.

Brussels' insistence that the temporary safeguard action Gatt allows countries to take against surges of imports can be aimed at only one or a few suppliers has become a big stumbling block in talks aimed at improving the safeguard regime.

• Compliance with basic Gatt rules should be re-established. This would entail bringing trade in farm goods, textiles and clothing under Gatt. Mexico faced severe restrictions on the growth of its exports in these sectors.

• The quality of Gatt rules should be improved. Lack of precision allowed for unilateral interpretations of the rules and misuse of anti-dumping provisions to harass exporters.

• Innovative mechanisms should ensure that the trading system contributed to countries' economic development. The special treatment for developing countries allowed in Gatt has not always been effective.

• The trend towards regional trading blocs should be channelled in such a way that the blocs become poles for developing trade instead of impenetrable fortresses.

OECD's Mr Robert Ford and Mr Wim Suyker

Industrial aid across the OECD's 24 member countries during the 1980s was a low per cent of gross domestic product. This embraces a low of 0.7 per cent of gross domestic product in the US between 1985 and 1988 to a high of 5 per cent to 7 per cent in Norway, Greece and Ireland. Britain and New Zealand are the only OECD members to have cut subsidies during the decade.

But this broad stability is only because OECD countries' economic prosperity has reduced pressure on governments to bail out companies in trouble. A downturn could quickly send them back to their bad old ways, warn the study.

The standard reply is that aid makes up for market shortcomings, funds research and development, combats unfair foreign competition, and promotes regional development or exports. The study concludes these are legitimate but questionable value judgements, but that common international definitions are needed.

OECD Department of Economics and Statistics, Working Paper no. 74, *Industrial Subsidies in the OECD Economies*, 2 Rue André Pascal, 75775 Paris, Cedex 16, France.

Europe, but top the list in the US where they absorb three times more Government spending than grants.

Whatever the method, the study concludes that economically effective industrial grants are rare. The experiences of Airbus and the Japanese Government's support for its semiconductor industry in the early 1980s showed that while subsidies are successful in gaining market entry, "the costs tend to outweigh the benefits," claims the paper.

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Enter the twilight zone of Sub-Saharan statistics

Michael Holman reports on the nightmare world of official trade figures and bureaucracy in Africa

D

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The issues cited by Dr Yeats are fundamental to reforms, and his paper shows that at least part of the data on which reform strategies are based is thoroughly unreliable.

Aside from the neglect of government statistics departments through-

out most of Africa, Dr Yeats' report provides several reasons for the inaccuracies in trade data.

• Under-invoicing explains large differences in some products' reported unit values; alternatively, exporters are not getting full value on these items.

• Trade with South Africa. The fact that Pretoria does not report exports to black Africa produces "major discrepancies" in the trade statistics.

After analysing matched partner statistics for the 36 countries' intra-trade, the study reaches some general conclusions.

First, such wide differences exist in reported matched statistics that the data "cannot be used to assess the overall level of intra-trade".

Second, the data "are probably equally useless for assessing the direction of intra-trade, since countries reported (by an exporter) as the major destination of trade often fail to report any corresponding imports".

Third, the data seem "equally difficult for determining the composition of trade" since big discrepancies exist in partner country statistics at lower levels of product detail.

Fourth, there are "sizeable and persistent differences" in the trends of African partner country trade, as

reflected in exports or matched imports, "which indicates that these statistics may not accurately reflect either the magnitude or direction of trade changes".

Errors revealed by the study strongly suggest the need for more stringent quality control measures by the UN Statistical Office, writes Dr Yeats, "and by the reporting countries themselves."

But economists who deal with Africa, and who have read the report, believe that wide-ranging additional measures are necessary if the continent's trade statistics are to prove more reliable in future.

Unless African governments — and the donor community — devote more resources to data gathering and processing, most statistics from the continent will continue to be little better than guesstimates," said one African economist.

* *On the Accuracy of Economic Observations: Do Sub-Saharan Trade Statistics Mean Anything?* Alexander J. Yeats. A working paper published by the International Economics Department, World Bank, Washington, DC. Tel: (202) 477-1234.

** *Sub-Saharan Africa: From Crisis to Sustainable Growth*.

QATAR

The Financial Times proposes to publish this survey on:

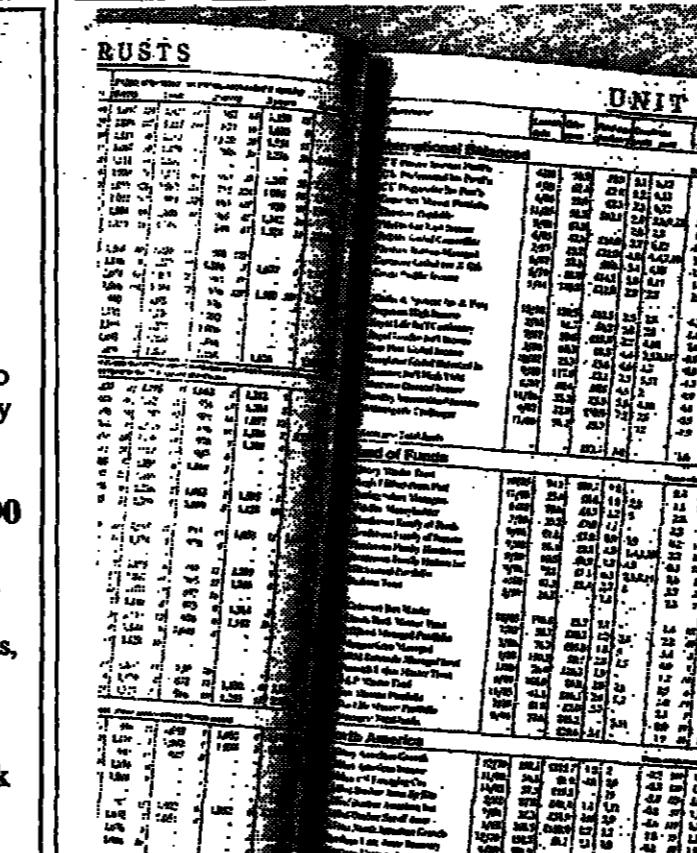
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FINANCIAL TIMES



Review

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UK NEWS

Government refuses inquiry into 'smear' allegations

By Ivor Owen, Parliamentary Correspondent

DEMANDS from all quarters of the House of Commons for a wide-ranging inquiry into renewed allegations by former Army press officer Mr Colin Wallace that the security services may have been involved in attempts to smear leading politicians of all parties in the 1970s were rejected by the Government in the Commons last night.

Mrs Margaret Thatcher, the Prime Minister, angered the opposition benches by insisting that information obtained from previously undisclosed files did not warrant such an investigation.

Repeated claims by Mr Neil Kinnock, the opposition Labour leader, that the documentation which had come to light within the Ministry of Defence had created a new situation were brushed aside by the Prime Minister.

Mrs Thatcher confirmed that she had expressed regret to those MPs who had been given incorrect information at an earlier stage, and stressed that the newly discovered material did not provide any evidence of attempts to undermine or dis-



Colin Wallace

credit ministers.

But Mrs Thatcher, who was repeatedly challenged by Mr Kinnock to launch an inquiry to reveal the "full truth", stood by her statement that she had better remember that.

With equal determination Mr Tom King, the Defence Secretary, argued that the fresh documents which had come to light, the first of which were found "early last year," did no more than necessitate an

IN BRIEF

Ambulance chiefs rule out acting as mediators

inquiry into whether Mr Colin Wallace, the former Army information officer, had been unjustly treated.

Mr Merlyn Rees, the Labour MP and former Home Secretary, revealed that he had been unaware of a proposal to engage Mr Wallace to spread "disinformation" during the period he was Northern Ireland Secretary.

He also emphasised that an earlier inquiry which he conducted with Mr (now Lord) Callaghan, the former Labour Prime Minister, into whether attempts had been made to destabilise the Government by Mr (now Lord) Wilson had not covered "dirty tricks in Northern Ireland".

Mr Rees warned: "This will not go away – the next Labour Government will look at it and those who are hiding things from this Government had better remember that."

Sir David Steel, the former Liberal Party leader, said attempts to discredit himself and other members of the party in 1974 could only have been designed to interfere with the processes of democracy.

Propaganda war of dirty tricks

By Ralph Atkins and Jimmy Burns

THE controversy surrounding Mr Colin Wallace, which this week has entangled prominent politicians in Labour, Conservative and Unionists parties, goes back more than two decades.

In 1968, as Northern Ireland's "troubles" were beginning to erupt, Mr Wallace was appointed as information officer for the army in Northern Ireland at its Lisburn headquarters near Belfast. He was a civil servant with an equivalent army rank of major.

In the months following Wallace's appointment, the information department of the army in Northern Ireland was re-organised to provide an effective propaganda tool. The Government has admit-

ted that a job proposal, almost certainly drafted with Mr Wallace in mind, straddled the grey area between supplying official information cleared for public release and the deliberate leaking of stories as part of a propaganda war.

At the centre of Mr Wallace's allegations was the "Clockwork Orange" project. Its aim was to spread information about the Provisional IRA's organisation and activities.

Mr Wallace claims Clockwork Orange was extended to cover Protestant organisations and individuals who were blocking Government attempts to break the political deadlock in the province.

In the House of Commons it has been alleged that the MoD

smears may have extended to include Mr Edward Heath, the Conservative prime minister until 1974 and Mr Harold Wilson, his Labour successor.

The circumstances surrounding Mr Wallace's dismissal have led to allegations that he was driven out of the civil service because he threatened to reveal the extent of the security forces' activities.

The Government has this week set up an inquiry into his appeal.

In 1981, Wallace was arrested and tried on a charge of murder, later reduced to manslaughter, for which he got ten years. He was released on parole. In his book on the Wallace case, journalist Paul Foot alleges Wallace was framed.

Charter airline calls in receiver

By Charles Leadbeater, Industrial Editor

THE steep fall in demand for package holidays abroad yesterday claimed its most significant victim yet as British Island Airways, the loss-making charter airline, called in the receiver.

BIA's six BAe 1-11 jets and the four McDonnell Douglas MD-83s it leases, were grounded immediately after the announcement, leaving hundreds of holidaymakers stranded.

BIA's collapse reflects the depression which has descended on the charter airline industry with a decline of at least 25 per cent in package tour bookings for this summer, after a 10 per cent fall last year.

The company, which is quoted on the Unlisted Securities Market, rose to prominence by flying Mrs Thatcher around the UK during her last two general election campaigns.

BIA, the carrier said to be the prime minister's favourite airline, has gone under at the end of the week which has confirmed that higher interest



rates and lower consumer spending are starting to bear heavily on weaker companies in consumer related industries.

BIA asked its bank, Lloyds Bank, to call in the receiver to end a desperate struggle to stay in business, after it reported a £4.9m loss in the first half of this financial year.

The company employs 366 people at Gatwick airport.

BA to start Glasgow-US service

By James Buxton

BRITISH AIRWAYS is to operate three flights a week between Glasgow and New York from August 3. Lord King, the airline's chairman said in Glasgow yesterday.

His announcement puts further pressure on Mr Cecil Parkinson, the Transport Secretary, to scrap the rule requiring transatlantic flights from Scotland to use only Prestwick airport. Mr Parkinson is reviewing the status of Prestwick, which is under-utilised, and had promised a decision "early in the New Year".

Lord King said that the flights, using Trident aircraft,

would operate on Fridays, Saturdays and Sundays. Fares would be the same as for flights from London and Manchester. He was "fairly confident" that Mr Parkinson would allow to allow intercontinental flights from Glasgow.

The lack of a statement from the Government was one reason for the length of time between the Civil Aviation Authority's granting of a licence to BA last December and the August start date. The main reason, however, was shortage of aircraft as a result of late deliveries of Boeing 747-400 aircraft caused by the

recent strike at the US aircraft maker's Seattle plant.

Lord King said that BA would not run the Prestwick service if the Government continued that airport's monopoly. He said BA wanted a daily service as soon as possible.

Officials say the delay in Mr Parkinson concluding the review is due to the time taken to examine the 1,100 submissions received on the issue.

British Airways is to merge its marketing and operations departments following Mr Peter Owen's decision to resign as director of operations after 20 years with the company.

Record loss of £441m posted by ECGD

By Stephen Fidler, Euromarkets Correspondent

BRITAIN'S state export insurance body, the Export Credits Guarantee Department, posted an unprecedented £441m trading loss in its last financial year, five times more than the previous year's shortfall.

The loss, disclosed by Treasury officials yesterday, was due to a sharp rise in provisions on its loans to developing countries.

The accounts, for the year ended last March, also suggest that a further sharp rise in the cushion against bad debts can be expected for the current year.

The ECGD uses Bank of England guidelines for commercial banks – the so-called matrix – to set its provision

levels. This week, the Bank published a new matrix indicating bank provisions should rise from an average of about 30 per cent to 50 per cent of their exposure loans to problem Third World debtors.

The loss raises the cumulative deficit of the ECGD from £252m to £693m.

The ECGD has now made provisions of £3.2bn against its total portfolio of about £12bn. New provisions last year amounted to £700m, compared with £213m a year earlier.

The deficit last year was due to disclose the figures at a news conference next week, when it is likely to emphasise that the provisions have been made for the most part on loans made a long time ago and compare

with cumulative lending of some £250bn in support of UK exports over its 70-year history.

Of 15 important middle-income countries with debt problems, seven are not now being covered for medium and long-term lending, Mr Nigel Wicks, second permanent secretary at the Treasury told the House of Commons Select Committee.

They are Argentina, Bolivia, Ivory Coast, Ecuador, Nigeria, Peru and Yugoslavia. An eighth, Brazil, has said it will delay payments to government creditors.

The ECGD's borrowings from the Treasury's consolidated fund rose in the year to about £1.7bn from about £1.3bn.

With cumulative lending of

£15.5bn in support of UK exports over its 70-year history.

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REPORTS OF THE PAY REVIEW BODIES

Public sector faces wage rises in stages

By Michael Cassell, John Gapper and Alan Pike

THE Government yesterday tried to dampen down inflationary pay rises and bring an end to the ambulance dispute by insisting that recommended increases for 1.3m public sector workers, averaging nearly 10 per cent, should be paid in stages.

Their freedom to recommend higher overall increases than the Government wants has been made more awkward by the long-running ambulance dispute, which has increased the pressure to hold down other public sector pay awards.

The decision to stage the increases is seen by ministers as an important step in helping to suppress pay expectations in both the public and private sectors when average, year-on-year earnings are rising at 9.25 per cent.

Representatives of the UK's 48 officers who met at an emergency meeting in Harrogate are seeking an early meeting with Mr Duncan Nichol, NHS chief executive, to discuss proposals they say could lead to a resolution of the 20-week dispute.

Court revelations

Details of recent attempts by liquidators of the crashed Barlow Clowes investment company to recover investors' money have been revealed in the High Court after a senior judge lifted reporting restrictions.

Sky costs

Rupert Murdoch chief executive of The News Corporation conceded last night that Sky Television could cost as much as £400m before any profits are seen. Murdoch, who was speaking on Thames Television's The City Programme, conceded that he now thought there was room in the market for both Sky and its satellite rivals British Satellite Broadcasting.

Oil field approved

Development approval for one of the smallest North Sea fields yet was granted by the Department of Energy. Amanda Hess is to spend some £7.3m to tap into the 1.5m barrel Hanno field, near its Rob Roy field facilities.

Broker wound up

Onyl de Fabe International, an insolvent Lloyd's reinsurance broker, has been compulsorily wound up by the High Court in the public interest following an order made on an unopposed petition by the Department of Trade and Industry supported by a French company, Groupe Kleber, claiming to be a creditor for £160,000.

BA to refit tankers

British Aerospace, in conjunction with Dorset-based FR Group, has won a major contract worth more than £100 million to convert VC10 and Super VC10 aircraft into flight refuelling tankers for the RAF.

MO warning

The treasury's key monetary indicator, MO, continued to flash warning signals and appears to have grown at an annual rate of about 5.7 per cent in January. MO is regarded as a reliable guide to spending in the economy because it measures the demand for notes and coins in circulation.

Arts Council TV

The Arts Council has decided to go ahead with plans to set up its own television company. Basic funding of £1.5m has been approved for next year to establish Arts Council Television, a company designed to work with independent producers and established broadcasters.

Opera renovation

Westminster City Council has approved in principle a £267m renovation scheme for the Royal Opera House in London. However, it has requested a series of design changes which are likely to involve increased costs.

Foreign seafarers

British Steel is to re-register six ships outside the UK allowing the privatised steel company to replace more than 100 British seafarers with cheaper foreign seafarers, although the ships will retain British officers.

News, US style

News bulletins on satellite TV are too Americanised, Lord Rees-Mogg, chairman of the Broadcasting Standards Council, said at the second day of a European satellite marketing conference.

Brel sold for £4.9m

Brel, the privatised rolling stock manufacturer, was sold by British Rail for £4.9m, the company's annual report revealed. The report, which covers the year to September 30, 1989, shows that the company had assets of £216.5m and debts of £221.2m when it was acquired by a management and employee buy-out consortium last year.

Elves committee

The aim is to reinforce a system which has proved itself vulnerable since the collapse of October 1987. The Exchange fears that without significant changes, the UK's central equity market could face fragmentation.

Stock Exchange alters its rules as dust settles after the Big Bang

Richard Waters examines the latest overhaul in market dealing

composed of independent experts on pay matters and other public figures, make recommendations independent of Government cash limits and now report at the start of the year.

Their freedom to recommend higher overall increases than the Government wants has been made more awkward by the long-running ambulance dispute, which has increased the pressure to hold down other public sector pay awards.

The decision to stage the increases is seen by ministers as an important step in helping to suppress pay expectations in both the public and private sectors when average, year-on-year earnings are rising at 9.25 per cent.

The staging of the individual review body awards was common in the mid-1980s but in the past two years the Government has implemented awards promptly and nearly in full.

This year, the only extra Treasury funds go to the Department of Health, which will receive an extra £25m to help smooth the path of the government's NHS reforms.

The biggest change in pay structure was recommended by the interim advisory committee on teachers' pay, which said education authorities should be given greater freedom to vary pay within a new national scale.

But Mr Roger Poole, chief negotiator for the ambulance unions, said the awards would "fuel the frustration" of ambulance crews. He said ambulance crews were having to fight for higher pay while nurses already knew their awards.

The staging of the awards was criticised by other unions.

The Institution of Professional Managers and Specialists, which represents top civil servants, said the Government had betrayed its staff and its own market principles.

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It accepted the recommendations of the review body, which, when fully implemented, will result in an average pay increase for hospital doctors of 9.5 per cent and 11.5 per cent for GPs.

For nurses, the report, the seventh of the nursing staff review body, says that it remains to early to judge the effect of the new clinical grading structure on staffing, and the flexible pay scheme introduced last year is also too new to assess.

ARMED FORCES

Officers to get lump sum

Doctors get up to 11.5%

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MEDICAL

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The conclusion of a series on British Aerospace examines its car and other diversifications

Honda's backroom role in fly-drive synergy

Kevin Done assesses the contribution of Rover and its partner



Rover's survival will depend on a new generation of products which includes the Land Rover Discovery

Now Lord Young, the former UK Secretary of State for Trade and Industry, is probably in a minority of one in seeking to maintain the argument that British Aerospace acquired Rover, the UK's leading car maker, in 1988, at anything but a give-away price.

The deal was a "triumph... the deal of the decade," he insisted last month. "There is not one term we could have bettered."

The National Audit Office, the House of Commons watchdog on the financial performance of government departments, on the other hand, believes that BAE acquired Rover at a bargain-basement price. "The sale price of £150m fell significantly short of the real value of the company," it claims.

The controversial Rover acquisition has helped dramatically to reduce BAE's reliance on defence. However, many people have questioned whether the purchase of the previously ailing state-owned car maker was the best way for it to move from slowing defence markets into higher growth civilian markets. Has Rover's contribution been worth all the trouble?

Judgment of the terms of the deal is complicated, but hindsight has provided some illumination and has shown that in the short-term, at least, Roland Smith, the BAE chairman, brought off a considerable financial coup, the dimensions of which were far from clear when he stunned the financial markets with his move on Rover in early 1988.

Early talk about the potential synergies between the automotive and aerospace industries, on the other hand, has greatly subsided. Certainly, study groups have been set up between the two groups to assess very long-term mutual benefits that may be derived in areas such as electronics and advanced materials.

BAE is also passing on management lessons it is learning from Honda of Japan in areas such as minimum inventory controls and there is the start of a flow of managers between Rover and BAE. But Rover's success or failure in the 1990s will hinge on none of this. It will depend on whether it can engineer the sort of product-led recovery that has so completely eluded it in the past two decades.

Most immediately the Rover acquisition has greatly increased BAE's asset base and has almost doubled its turnover.

The assets are clearly not hugely profitable. There was an almost uninterrupted history of chronic losses, but the old British Leyland empire had been ruthlessly pruned, and the Rover Group management, BAE itself, and the Government all believed in 1988 that the business would be profitable in both the short and medium-term. And, of course, BAE paid next to nothing for it, or was paid to take it away.

BAE acquired Rover largely debt-free after the Government had pumped in £547m. BAE also gained further financial concessions variously valued at up to £20m, plus tax concessions, the final value of which remains unclear.

Certainly BAE was pleased with the terms of the deal based on its own valuation of the assets. Its 1988 balance sheet revealed a capital reserve of £98m, an increase from £65m in 1987, the increase of £22m "arising from acquisitions", chiefly the Rover Group.

Furthermore, it has since recouped a large part of the £150m acquisition price, which in any case it has not paid and will not pay until the end of March 1990, a concession valued at £22m. It has sold off certain Rover stakes in non-core businesses, raising £126m from DAF and Isuzu alone.

Smith insists that BAE was not buying Rover "for tax benefits or property; you don't build a business on tax, you build it on products and people.

The main thrust of our interest is product. We are buying the cars and the technology."

As a key condition in the purchase BAE took over responsibility for Rover's five-year corporate plan and the car maker's intention to invest £1.2bn in the business in the five years 1988-92. By the end of 1989 some £50m had been spent. Sir Graham Day, Rover Group chairman and BAE board member, says the issue at Rover is not its improving profits per se, but cash. "Can the business generate enough cash to make the investments to generate the profit?"

Rover profits last year were far better than BAE had expected when it began negotiating for the takeover in early 1988, but there is still a yawning gap between its financial performance and that of its bigger rivals. Most European car makers have been enjoying record profits in 1988 and 1989 buoyed up by very strong demand.

For BAE one of the most crucial attractions of the Rover deal was the

access to up-to-date technology in both management and in products."

The latest product of the Honda collaboration, the new generation Rover 200/Honda Concerto was unveiled in Europe in late autumn last year. Honda project management techniques have played a key role in Rover's ability to launch the car at its Longbridge, Birmingham, assembly plant "with obvious in-built quality from day one that in the past BAE has had great problems in doing. We have adopted many Honda technologies in bringing this car to market," he says.

The new generation Rover 200/400 range, the associate K-Series engine, a revamped Metro small car to be launched in late spring, and the Land Rover Discovery introduced late last year together represent an unprecedented new product offensive for the Rover Group, which will largely determine its fortunes in the European market in the early years of the 1990s.

Lacking any stimulus from new products for most of 1989, Rover's car sales had continued to slump.

Sir Graham Day insists repeatedly that it is profitability and not market share that is Rover's main priority, but Simpson admits that "there is a volume in the UK below which one has to consider the distribution structure."

Rover has suffered enormous car sales problems too in the US, but Simpson insists that the company remains committed to the US car market. Rover can also point by contrast to the US success story of its Land Rover subsidiary, where sales of the Range Rover, the luxury four-wheel drive leisure/utility vehicle, jumped last year by 41 per cent. The company is also opening up new markets for the Range Rover in Japan and in Canada.

"To be successful we do have to sell 500-600,000 vehicles a year worldwide, but rather than increasing our UK market share we would see more of that number going into continental European markets," says Simpson.

Rather than sales volumes, Sir Graham Day prefers to point to the "significant" change in the group's sales profile which now includes a larger percentage of cars with greater added value. Rover's biggest car sales success last year was its 30-year-old Mini, however.

"In our current phase we still have some products competing head-on with those of volume producers. That is not, repeat not, part of our medium-term strategy," he said recently. "If our strategy proves correct, we will find that as Rover progressively changes, our product will also change and move into higher specified sectors of the market. That is the only route for us to take if we are to improve our profitability."

According to Sir Graham, the turnaround cycle at Rover will be 7-10 years starting from the autumn of 1988.

Previous articles in this series appeared on January 29 and 31.

Watch this space

On conglomerates have hardly been the most fashionable flavour of the past decade. Yet British Aerospace, with its interests in defence, satellites, civil aviation, cars, and property development, among others, appears to have assembled the requisite components to qualify for that description.

It is one to which John Holt, managing director of BAE Space Systems, objects. Conglomerates tend to be hulking, inflexible and without internal logic. He argues that the company, far from conforming to this stereotype, is proving that it is flexible enough to diversify away from military activities towards high growth, non-defence sectors, using its technology and expertise to create new applications.

As an example, Holt points to the decision by BAE to move into the field of Personal Communications Networks (PCNs). He believes they could change the way that people view telecommunications - not in terms of location-to-location, but of person-to-person.

However, in finding other sectors into which to diversify, BAE has been a little slower off the mark. Raymond Mould, deputy chairman and chief executive of Arlington Securities, the property development company bought by BAE last August, admits that BAE entered the commercial development market as it was entering a downturn. Nobody is suggesting that 1990 is going to be a particularly exciting year, he says.

He argues, nevertheless, that in other respects the company has been far-sighted. BAE recognised the value of its original landbank and that of the properties provided by the controversial purchases of Rover and Royal Ordnance. In total, the company owns 35,000 acres. Rather than selling sites to the highest bidder as have other companies, such as British Gas, BAE decided that by buying Arlington it could develop the sites on its own account. Arlington hopes to increase its turnover by £200m over the next two years, from around £70m in 1988.

To offset any over-dependence on the UK market, Arlington is being encouraged by BAE to participate in the group's internationalisation by exploring overseas markets. It is already developing a business park in Taiwan.

These telecommunications, space and property businesses are intended to provide BAE with a stream of revenue in the mid- to late-1990s when defence spending could begin to fall steeply. A slip up in the next couple of years would not have a severe impact on the company immediately but it could cast a shadow over its longer term prospects.

Paul Abrahams

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THE PROPERTY MARKET

Although Gordon Edington is an important figure in BAA's development, he is not the man to blame when things get rough at Terminal Four of Heathrow Airport or when the queues seem unending at Gatwick. BAA, once known as the British Airports Authority, has an estates division for that.

Mr Edington, rather, is the managing director of Lynton, bought by BAA in 1988 for £220m. And Lynton has a threefold role. First, to make efficient use of BAA's airport land which may already be partially developed. Second, to exploit surplus land at BAA's seven airports. Third, to run the Lynton business along lines established before the takeover; that is, property development of an investment base. It is a double-headed company: airport and non-airport property.

Now that the property industry is running into one of its gloomy periods, the umbrella of a major corporation is an attractive shelter.

The divisions which Lynton undertakes are not quite, but nearly, impervious to the cycles of the property industry: the aviation industry has its own momentum.

And for Lynton's activities outside the airports, the parent company provides a comfortable backstop. Lynton is one step removed from the capital markets. It obtains money for development through the BAA treasury. Given that BAA is seen as a top class borrower, and in any case has a modest gearing of around 30 per cent, Lynton gets relatively cheap money. Mr Edington estimated that borrowing is one percentage point cheaper than it would otherwise be.

But Lynton in its pre-takeover days was never a racy spender on sites. Its landbank now is the BAA

Another kind of airport ground control

By Paul Cheeseright

landbank. So it is not sitting on sites which simply drain away funds. "If values have dropped it has clearly been on sites," said Mr Edington.

This financial strength puts Lynton in the position where over the next two or three years it can make acquisitions from companies forced to sell. Meanwhile, it has not delayed any of its own projects - the largest of which are in central London, just outside Birmingham and New York - despite the changes in the market.

"At the moment we have per-

ceived a lack of confidence in the market place. There are a fair number of enquiries, but conversion of that interest has dropped off," said Mr Edington.

But, as the chart shows, Lynton has an investment portfolio which produces a steady stream of rental income. Yet for BAA, in the longer run, income from the investment properties and from development and trading profits is probably less important than the effect Lynton can have on the BAA balance sheet.

In the latest annual figures for 1988-89, BAA as a whole had pre-tax

profits of £198m and Lynton pre-tax profits of £8.1m. The numbers will change, but Mr Edington expects the proportion to remain the same.

On March 1989, Lynton's asset base was £378.5m of investment properties and that figure included properties which had been passed into its account by the parent - mainly hotels and land. To put this into perspective, BAA valued its airport assets at £1.6bn. In the current year, given the state of the market, the Lynton total is likely to increase only slightly. BAA this year is revaluing its operational assets like

Total Returns (%)			
	Retail	Offices	Industrial
Year to December 89	8.6	21.1	29.3
Quarter to December 89	-0.7	2.4	4.2
Month of December 89	-0.6	0.6	1.3
			16.8
			1.5
			0.2

Source: Investment Property Database

terminals, runways and so on.

The combination of the BAA revaluation and the effect of the market on the Lynton portfolio will be the proportion of Lynton's contribution to the BAA balance sheet in the immediate future is unclear. But over the longer term Lynton's activities both on and off airport lands should have an appreciable effect.

When Lynton moved in under the BAA wing, BAA transferred to it some 1,100m of land. This land was the basis of the original planning Lynton undertook on how best to exploit it. But that exercise revealed that BAA also had other land which could be more intensively managed - land, for example, which had

been ground leased to airlines needing support facilities but where only there was low density building.

At Heathrow Airport there is some 20 acres capable of immediate development and more later on, once sites have been unlocked; that is why Lynton has reached agreements with existing land users on the costs and benefits of putting holdings to a more intensive use.

At Gatwick Airport there is about 50 acres ready for use, suitable mainly for warehousing, in contrast to Heathrow where future developments are likely to be of general (B1) business space.

But Stansted, with 600 acres suitable for development and a new terminal ready for completion in March 1991, is the airport which offers Lynton the most obvious possibilities for development on a large scale. This will go ahead down two tracks. First, the provision of office buildings - 100,000 square feet of accommodation is so far under construction. Second, the provision of warehousing and industrial space related to aviation uses.

Stansted is not quite a developer's dream, however. Lynton cannot allow imagination free rein. The planners of the Uttlesford District Council, into whose jurisdiction Stansted falls, are anxious that only air-related development should take place at the airport.

But Lynton's exclusive position is maintained because the authority

planners are equally anxious to resist any speculative property development outside the airports.

The four Scottish airports offer only limited possibilities. Opportunities for development are sparse at Aberdeen and Prestwick. They exist at Edinburgh for offices and warehouses, but only on a limited scale. Glasgow, given some expansion from an eventual opening to international traffic, is likely to want more back-up facilities. It is here that Lynton is likely to be most active. But there is no shortage of land at any of the Scottish airports.

Development on airport land is a delicate matter. BAA's main business, obviously, is to have its airports running smoothly; it has the Office of Fair Trading watching it does that without abusing its monopoly position.

From this it follows that the Lynton role in making more efficient use of airport land has to be subordinate to the general aim of BAA's main line of business.

Thus, if a building is needed to bolster airport services - additional flight catering facilities, for example - then it will have to be built regardless of the developer's usual margin.

This is not to say that Lynton

will not expect a return on buildings constructed for airport use. But it is to say that it is forced to approach its airport-related property business in a different way from its developments elsewhere.

Lynton, like most other develop-

ers looks for a margin of about 20 per cent on its non-airport activities.

Such a figure tends to be

reduced when there is the security

of a pre-let, and in the case of air-

port-related projects this will often

be the case, because building will

take place in response to demand.



Total value £378.5m

Offices 60% £227m

Shops 15.7% £59.5m

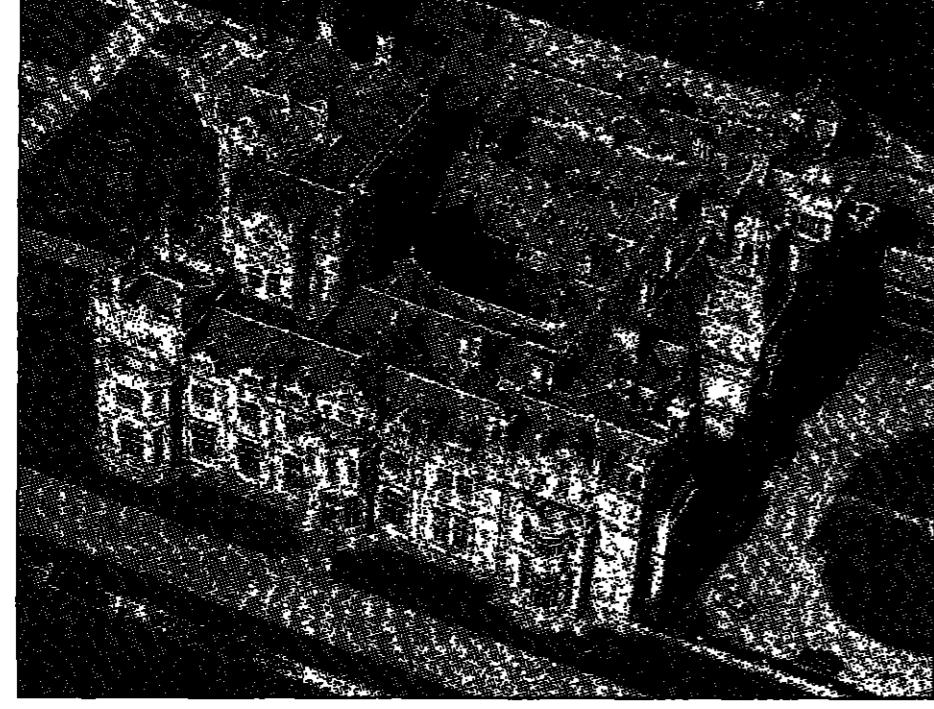
Land held for development 7.6% £28.6m

Industrial/warehouse completed 5.8% £22.1m

Hotels 5.7% £21.4m

Hotels under development 4.9% £18.6m

Other 0.3% £1.3m



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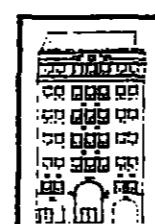
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ARTS

The Naked

HAYMARKET STUDIO, LEICESTER

The first theatrical coup comes within a few seconds. Fenella Fielding enters as a nosy landlady, sees someone else there, and retreats inconspicuously. Simon Usher's masterly direction makes the spectacle seem almost natural, but thereafter fights a losing battle against Miss Fielding's natural inclination to seize the reins and gallop away with even those scenes in which she should be a bystander.

Miss Fielding runs that "They've knocked down a poor old man - squashed 'em flat" in the intonation of the late Irene Handl and the eye make-up of Theda Bara is more hypnotic than Pirandello's prismatic probing of personality, even in this well-cast revival of the comparatively rare *Vestre* by Ibsen.

Speeding (90 minutes, no interval) through the three acts of this facet-turning, kaleidoscopically shifting examination of a sordid suicide attempt certainly leaves no time for the agonisingly wordy and cumbersome settling-up that crippled the National's recent *Man, Beast and Virtue*; but it leads to a final verbal whirligig when characters gabble through their own "true" versions of what happened, sometimes completing one another's statements, confusingly throwing in the pronoun "she" without clarifying whether this refers to the unhappy girl or her employer's deranged wife.

A deliberate blur to smudge even further Pirandellian superimposition of different "truths", or appearances of truth, perhaps; but it does leave the audience breathlessly feeling it may have missed something. The wail-like

Martin Hoyle

The Next Best Thing

NUFFIELD THEATRE, SOUTHAMPTON

He is about to ring the doorbell when Elaine, after a long speech about following chance notions, decides to live on her own and meets him at the door. And goes back to live with him.

There is not enough wit or philosophy in Alborough's writing to enliven this little tale. Eddie's talk is fluent enough to excite Elaine, who bursts out: "We're saying things! we're talking!" as if she were playing in *Roots*, but does not seem to care that neither he nor she is saying anything interesting.

Penny Banton does what she can with Elaine, and raised an occasional smile. Neil Dudgeon as Eddie has a lot to say about poly-journalism, and Robert Bathurst's Steve has a good deal to say about hand-lettering, but neither is a really interesting character.

Steve, left alone in his studio, talks to himself, and his refrigerator makes social conversation to him, no one explains why. He finds Eddie's address in his studio and goes to see if Elaine is there.

B.A. Young

Abandon safe good taste and back a craftsman

British crafts are not synonymous with hairiness, wholemeal and macramé, says Susan Moore

Contemporary British crafts are respected and admired around the world. Who are its patrons? Americans, Europeans, Japanese. Perhaps 70 per cent of the best work produced in this country ends up overseas. As for audiences for crafts events here, they are hard to come by. A four-month Crafts Council exhibition such as avant-garde German jewellery, will attract around 10,000 visitors - though knitters, quilters and the like fare far better. A six-week seminar on collecting crafts planned by the Contemporary Art Society was having an affair with the master of the house; they were found in bed at the time of the child's accident; it was all made up by the wife.

To the fairly conventional idea of an event changing according to who is viewing it, Pirandello adds the element of individual choice. The decision of how to present yourself or your circumstances automatically throws other people out of kilter; gear-changes, new slants, adjustments are made, sometimes frantically, to accommodate each new vision of the truth. Responsibility and guilt are shovelled around the company as in a game of "Pass the parcel."

The play was notably done in England in the early 1950s when the glamorous leading actress ... with an irreproachably Pirandellian merging of fact and illusion, suffered a much-publicised off-stage depression. The home team of Leicester Haymarket's studio theatre gives us Valerie Gogan, beautiful, enigmatic, both vulnerable and knowing, whose ideas come from working in England, has been asked to design for Daum

glass. So keen is Japan's interest in British design that telegrams flew across the world as a result of Christie's latest catalogue, one of which virtually read: who is Sir Edwin Lutyens? will he design a cafe?

The trade, at least, has responded to the potential. Sotheby's launched the first auction at the beginning of the 1980s - it was not a success. In 1982, Christie's began offering specialist sales of contemporary ceramics, a field which has been developed very successfully (thanks to American bidding at the top end of the market). In 1985, the firm attempted to hire the collectors of Morris, Voysey, Knox and Liberty into the field of contemporary glass and, in 1988, furniture. What happened? British collectors carried on supporting the early 20th century, and overseas clients took off the modern design. But, Paul Greenhalgh of Christie's assures me, the tide is turning.

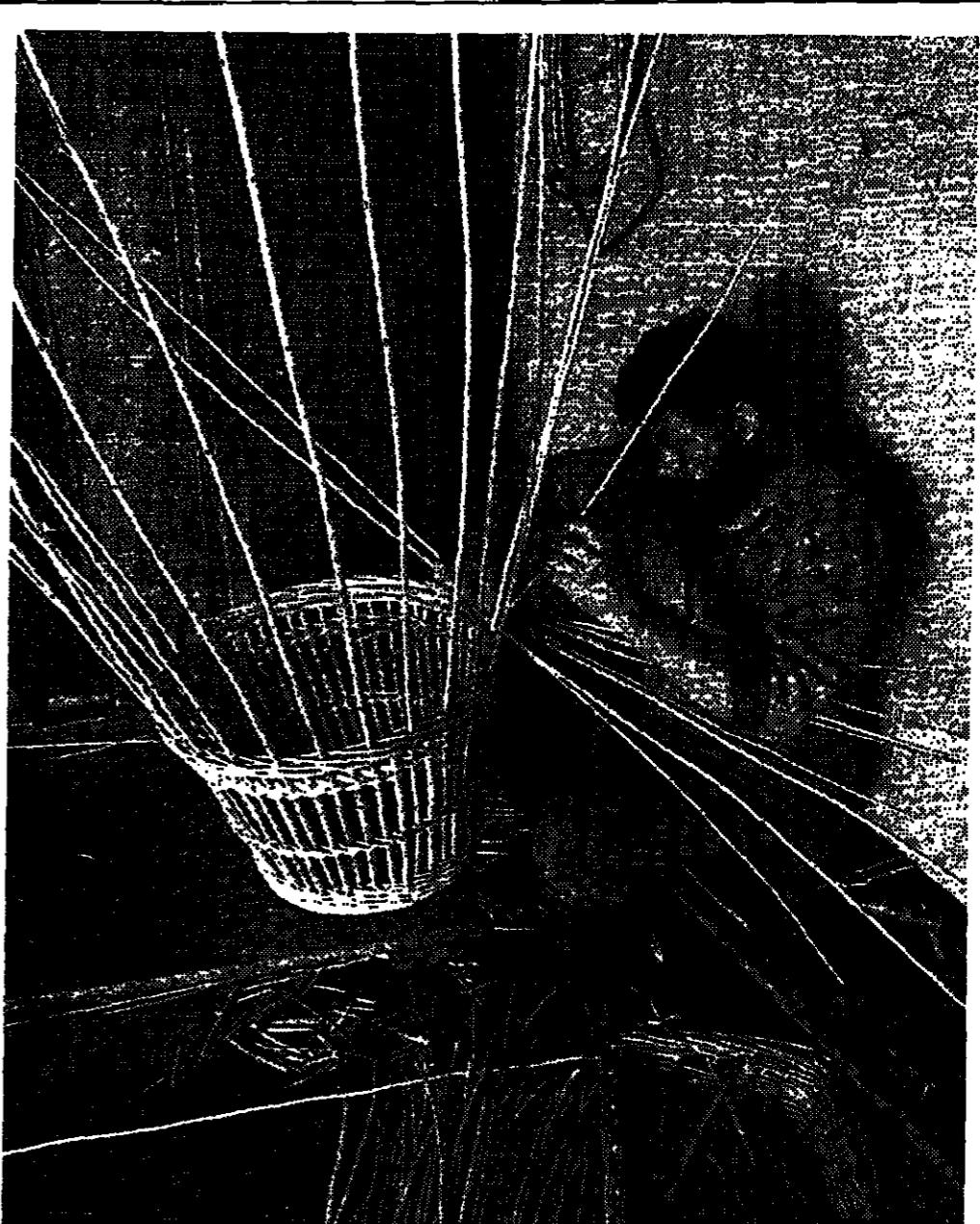
Enormous effort has been expended on attracting a new audience - and a richer one (few bidders are happy to experiment with over £5,000). Both major auction houses prefer to term these objects as contemporary decorative arts, the antiques of tomorrow (the specialist dealers who have sprung up are less squeamish). Anyway, saying one's son is a furniture maker is now unlikely to send shock waves around a cocktail party thanks to David Linley. At Saturday's private view for Christie's much-publicised auction of modern and contemporary decorative arts on Wednesday, the firm gamely proffered champagne and Pop videos, and a gathering of young people who presumably had never passed through its portals before.

Perceptions may be changed again by *Star Crafts on Tour* - a series for Channel 4 due to go on the air from March 13. As its title, "Not Pots", suggests, there is not one wobbly pot in sight. Nick Gifford's imaginative photography avoids visual clichés, and the craftsman is allowed his or her own voice. Each episode presents one craft and two makers with very different approaches.

"The Basketmakers - Beyond Therapy" contrasts David Drew and Lois Walpole. Drew, who is the embodiment of the Arts and Crafts ethic, grows his own willow and makes traditional baskets in an idyllic rustic Somerset cottage that looks as though it were a set for *Interiors*. Lois Walpole, working in urban East London, trained as a sculptor and approaches baskets like a tapestry weaver. Her exuberant, kaleidoscopic wares incorporate anything from dyed cane to telephone wires, strips cut from water bottles or from corrugated cardboard. Monster Munchies boxes (Valerie Singleton was never this inspired).

An accompanying exhibition (at the Crafts Council Gallery in London until March 23) will tour the country during transmission. If this combination of force does not convince us of the liveliness, diversity and quality of contemporary crafts, nothing will. Apart from the somewhat apologetic captions "knitting may sound very predictable ... blacksmithing may not sound as though it could have a place in the 1980s - the show is inspirational".

The 1980s saw a flowering of creativity in the crafts, greater experimentation and, in England, a marked eccentricity. (There is nothing slick "knitting mat" sound very predictable ... blacksmithing may not sound as though it could have a place in the 1980s - the show is inspirational".



David Drew, whose work is exhibited in the Crafts Council touring exhibition

about the majority of pieces being made.) We find survival of the Misses (Knitting Fair Isle) and revival. Most designers have rediscovered the aesthetic virtues of metalwork; one of Horrobin's recent commissions was to design and make fittings for the Yamamoto Shop in Sloane Street.

Crafts as a philosophy for a way of life may be disappearing. Instead, makers seem to have found a new niche in the design and image-conscious late 1980s. When will the British notice?

Kreutzer Quartet

PURCELL ROOM

At her death almost four years ago, the composer Priaulx Rainier bequeathed a fund for composition prizes, and for recitals by young artists "to include 20th century or contemporary music (including from time to time my own). For the second year the Park Lane Group has organised these Memorial Concerts. On

Wednesday the excellent young Kreutzer Quartet duly offered a 20th-century programme, which ran from Shostak and Bartók via Rainier to Hugh Wood and the 29-year-old Martin Butler.

A rich menu in its own right, it also served to display

artful string-writing in his recent "Songs and Dances from a Haunted Place," which is candidly picturesque, ghostly Irish fiddler in a deserted moorland, first rhapsodising and then jigging. Much refined expertise goes into painting the picture; it will be interesting to learn how far Butler's talent will run toward self-standing music.

In its own way, Hugh Wood's Quartet no. 3 (1978) is no less a neo-romantic affair - an awakening to spring, with birdsong - though it is more ambitious and elaborately structured: in large part built like a chaconne, but with symphonic

nodes as well as all that enthusiasm for Nature. The Kreutzer players addressed it with resounding sympathy and canny appreciation of its grand-plan, to great effect and general satisfaction. They did no less for Sibelius's only quartet, the "Voces Intimae" (even while their pitch was becoming slippery, at the end of a long concert); indeed, they delivered it with more extrovert passion than Scandinavian quartets usually allow themselves. That was exciting to hear, whether or not one might prefer a more "objective" reading for keeps.

David Murray

Sarah Walker

WIGMORE HALL

There has never been any good musical reason why female singers should not essay Schubert's *Die Winterreise*. The vocal part is equally suitable for voices of either sex and there now seems to be a queue of women waiting to sing the work - all of them, one notes, mezzo-sopranos, who must feel that their darker timbre is especially fitting for the cycle's dark mood.

The most recent is Sarah Walker, the first British mezzo to embark on this journey. An experienced recitalist, she sets out well equipped to meet its challenges. She is always com-

municative in Lieder and Wednesday's performance found the pacing of the cycle already well within her grasp, though she would no doubt have preferred to face such an arduous undertaking without the cold that forced her to make a break just before the half-way mark.

With the rain driving down on the Wigmore roof, it should also have been easy to create the right atmosphere, the doom-laden and dirtry, the heart laid open to the elements. That she did not succeed in doing so may have been due to the limitations

imposed on the voice. The range of colour was altogether too restricted for such pictorial songs and when hushed singing was called for, the tone sometimes threatened to give way altogether.

Instead, it was Graham Johnson, the accompanist, who tended to establish the mood. The determined tread in the beat that set the cycle on its way, the impulsive rush into "Rückblick," each established a potent surrounding atmosphere. While the performance did get a grip on the music was in the songs of greatest anguish, where Sarah

Walker, always a fine dramatist, joined him in pushing intensity to its limits. In these lies the beginning of *Die Winterreise*. But the competition is fierce and there were few moments during this evening that could endear recent memories of Bridget Fassbender or Christopher Dingle in the same music, the one searingly passionate, the other majestic. That will be difficult for any artist singing in a language that is not his or her own.

Richard Fairman

ARTS GUIDE

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five numbers, songs and dance, plus failing to simulate Ethel Merman (734 5921, cc 286 2422). Jeffrey Bernard is Unwell (Apollo). Brilliant performance by Peter O'Toole as an alcoholic journalist who embodies a Falstaffian, hay-saying life force while committing public suicide by vodka. Keith Waterhouse has stretched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (867 1116).

Steve, left alone in his studio, talks to himself, and his refrigerator makes social conversation to him, no one explains why. He finds Eddie's address in his studio and goes to see if Elaine is there.

dressed up in John Dexter's superb production as a metaphor of homosocialism (375 367). Aspects of Love (Theatre of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1985 novella. Musically interesting and well directed by Trevor Nunn (867 5972).

New York

Heidi Chronicles (Plymouth). Wendy Wasserstein's award-winning drama covering 30 years in the life of a successful American baby boomer goes from support for Eugene McCarthy's presidential aspirations to political ambitions in the 1980s (299 5200). Goyes (St. James). A surreal, over-the-top production does more than revive a rich, vivid musical; it also introduces a new beauty in the Merman tradition. Tyne Daly, as the bossy, tireless and taurine Rose, who shamelessly leads her daughter into burlesque (246 0102).

Grand Hotel (Martin Beck).

Tommy Tune, Broadway's present musical doctor, directs this remake of the Garbo film to at least shake the bones of this inert depiction of lives criss-crossing in an elegant, but somewhat random setting (246 0102).

Sweeney Todd (Circle in the Square). An intimate production of the Sondheim-Wheeler musical emphasises the descent into madness of Bob Gunton as the demon barber of Fleet Street (299 5200).

Lead Me a Tenor (Royale). A sprucing up in the set of a decayed town's big time opera, this production makes a transatlantic hit of this farce, with a local cast led by Philip Bosco and Victor

Garber (299 5200). Jerome Robbins' Broadway (National). A production often attacked by the notion of three hours of film trailer previews will adore this compendium of Robbins' directed and choreographed plays of the past 40 years, including On the Town, West Side Story and Gypsy.

Barbers (Garrick Theatre). Neil Simon's latest comedy is a self-conscious farce with hollow humour that misses as often as hits (299 5200). Cats (Winter Garden). Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually startling and choreographically refined (299 5202).

A Chorus Line (Shubert). The longest-running musical in the US (299 5202).

Les Miserables (Broadway).

The magnificent spectacle of Victor Hugo's tragic sweep of history and politics brings to Broadway losses in pageantry and drama (299 5200).

M. Butterfly (Eugene O'Neill).

The surprise Tony winner for

1988 is a somewhat pretentious and obvious meditation on the true story of the French diplomat whose long-term mistress was a male Chinese spy (246 0220).

Phantom of the Opera (Majestic).

Stuffed with Maria Björnson's gilded sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this mega-transformation from London (299 5200).

Chicago

Steel Magnolias (Royal George).

Ann Francis and Marcia Rodd

play the leads in this view of southern life from under the dryers in a busy hairdressing establish-

ment (398 8000). Winter Tales (Goodman). Frank Galati's comic production that spans the ages, interpreting Shakespeare as running from Ovid and television. Ends Feb 17 (442 3800).

It's Not Rapport (Briar St). Shelley Berman, one-time stand-up comic, now plays satirist Herb Gardner in a musical comedy that charms who grew up way through the 1960 Tony award winner (248 4000).

The Good Times are Killing Me (Body Politic). This City Lit production of Lynda Barry's first play captures an American childhood with poignant zaniness (871 3000).

February 2-8

Mozart and Salieri

FESTIVAL HALL & RADIO 3

Wednesday's City of London Sinfonia programme looked enticing: Rimsky-Korsakoff's one-act Pushkin setting for two players, *Mozart and Salieri* (1897), in the first half followed by the Mozart Requiem in the second. Music from the second steals gently into the first as Rimsky-Korsakoff's (and Pushkin's) Mozart feels the shadows of death falling on him, and as Salieri's poison-apocalyptic of course - works its way through his veins.

Rimsky's opera, a subtle and fascinating "little thing" (as he called it), was written as a conscious exercise in the heightened-conversation style of Russian word-setting made famous by

Dargomyashky's *Stone Guest*. It requires an audience ready and able to hang on each word as it falls from the two singers' lips

- Salieri (bass) has the key part, but the lyrical arioso of Mozart (tenor) is beautifully contrasted - in conditions of close intimacy.

The Festival Hall is not, therefore, the ideal venue, but in any case the decision to give the work in a semi-staging (to the left of the orchestra on the platform) meant that the lights were turned down and the printed translation was unavailable for consultation during the performance. From a seat on the "wrong" side of the stalls I missed entirely the heat of any genuine stage activity; it was a chilly, unengaged reading. A simple concert performance

would have been far preferable.

The first Salieri was Shalyapin: it was one of his most astonishing achievements, a landmark in the early part of his career (the detailed construction of his portrait and its effect on early audiences are recounted at length in Victor Borovsky's recent, masterly Shalyapin biography). One cannot fairly hunger for a new Shalyapin every time the piece is tackled; still, it was disappointing that the Russian bass-baritone

Anatoly Safyutin could (on Wednesday's showing) summon only rough-and-ready vocal resources and a not very compelling way with words for this Festival Hall revival.

Martin Hill's Mozart (who also played the piano himself, very convincingly) lacked strong personality, though as usual Mr. Hill's singing was unfailingly true and shaped. The conducting of Richard Hickox completed the tepid impression - cautious, undramatic, essentially undramatic. The Requiem after the interval was given with large choir (the London Symphony Chorus, in good form) and small orchestral forces, the imbalance between groups, which persisted uncorrected by Mr. Hickox in all the choral movements, made for a feeling of leadenness all but unrelated.

Max Loppert

Desirable Residents

THE OVAL HOUSE

This depiction of urban vagabonds is drab, damp, sad, untaut and paved with good intentions. Devised by writer/poet Ken Cockburn, and given by the Cardiff Company Paupers' Carnival Theatre, it is not just dull as ditchwater, it is ditchwater. Take 30 seconds looking at the homeless around Waterloo and anyone may see greater physical intensity and oddity, stranger and more disturbing societies, postures and gestures than this work attempts.

Take four tales of those wanderers who may or may not be homeless: the rebel middle class girl expelled from school, the middle aged lady who loves birds and dreads bureaucracy, the meths-drinker who fiddles social security applications, the greying man who sells toys that fall off the backs of lorries.

With grey and tepid earnestness, *Desirable Residents* traces their hallucinations, squabbles, sob-stories. Part one lasts an

hour. About part two, I can't say; I

FINANCIAL TIMES

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Right time for arms cuts

PRESIDENT Bush's proposals to cut the number of American forces in Europe should be welcomed by everyone concerned: the US, western Europe and what is by now a somewhat nebulous Warsaw Pact.

The proposals are a new initiative at the right time. Among their merits is that here is a US President leading rather than having action forced on him by Congress. Mr Bush is also seen to be doing something to help Mr Mikhail Gorbachev at a time when the Soviet President has troubles enough at home. Not least, the decision to cut American force levels in Europe should put new life into current negotiations on arms control.

Nevertheless, troop cuts alone, however desirable at the present stage, are not a strategy and the key question is what happens next. The situation in eastern Europe remains very uncertain, as it does in the Soviet Union itself. While some recent actions may be irreversible like the dismantling of the Berlin Wall, that does not mean that all risks of conflict have disappeared. And even if the Warsaw Pact were to dissolve, the Soviet Union would remain a formidable military power. Indeed if the USSR were to lose some of its constituent parts, Russia would still be a nuclear power capable of threatening the rest of Europe and the US.

The task is to bring military strategy and arms control negotiations into line with political developments. It will be difficult, but not impossible. Many of the factors for dealing with the problems are already in place. The challenge is that time may be limited.

Unnecessary overkill

On strategic nuclear weapons the idea of deep cuts is not new. On the US side they go back to President Carter, on the Soviet side to the early days of Mr Gorbachev. Both sides possess a degree of overkill which they know to be unnecessary. The forum for cuts exists in the strategic arms reduction talks (START). There should be a mutual interest now in reaching agreement within the next few months, for if the present

opportunity is missed, it may not quickly arise again.

There are talks on cuts in conventional forces in Europe (CFE) in Vienna. A problem here is that they have always been seen as negotiations between blocs: NATO and the Warsaw Pact. That becomes hard to sustain if the new Hungarian and Czechoslovak Governments are telling the Soviet troops on their territory to go home even before there has been an East-West agreement. Once again, that points to the need for speed.

Diplomatic task

This question of the twin alliances applies especially to the two Germanys. There is no evidence whatever that the Federal Republic wants to leave NATO, but no evidence either that it wants East Germany to join, even if German unification comes about very quickly. The diplomatic task is thus to persuade the East Germans to remain in the Pact while force reductions and withdrawals are negotiated. That is by no means incompatible with progress towards unification on the political and economic fronts. Again, however, speed is crucial.

On all these questions, there are other established forums which can be used. There is the four power agreement on Berlin and Germany as a whole, which allows the main wartime western allies to talk to the Russians. It should not be used above the Germans' heads, but its existence should not be forgotten. There is also the Helsinki Agreement which brings together all European states, except Albania, plus the US and Canada and is a continuing process. It, too, will have a role to play in guaranteeing freedom and democracy in the new Europe.

The two western countries most likely to be disturbed by recent developments are Britain and France. It is unlikely that they can maintain their present level of troops in Germany when the Americans are cutting back. Britain, in particular, may have more future as a naval power than one with a large land army in Europe. These are matters of strategy. They need to be discussed.

Charging for eye tests

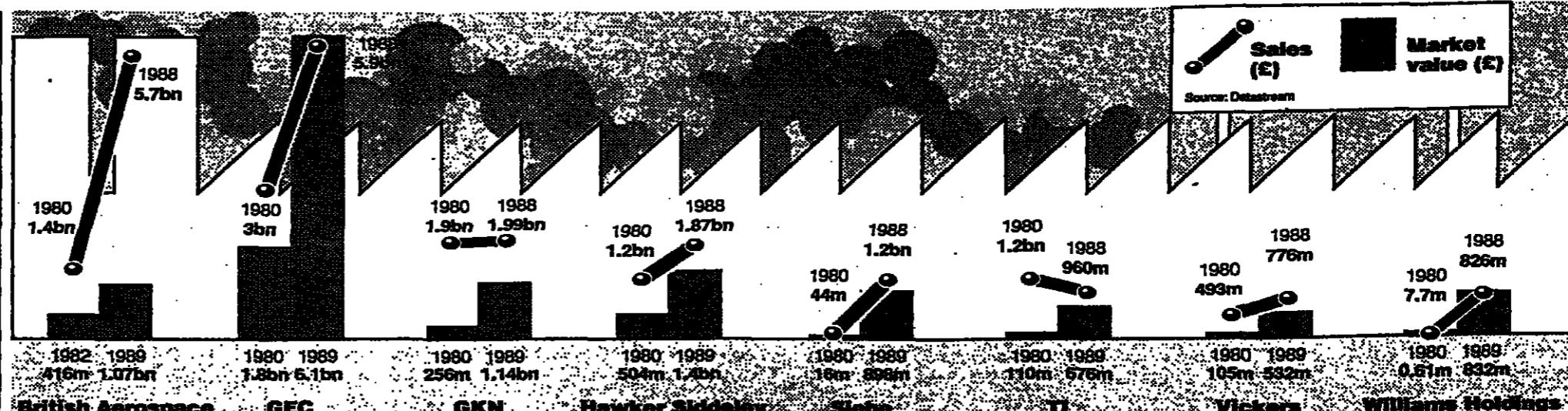
THE DEMAND for eyesight tests in the UK has fallen by roughly 22 per cent since the Thatcher Government introduced charges last April. Opticians say that many people may now be driving cars with uncorrected vision. More worrying, the statistics appear to suggest that up to 100,000 people could be suffering from diseases, such as glaucoma and diabetes, which would previously have been detected in routine tests. In heated Parliamentary debates last year, ministers brushed aside warnings from the optical industry that charges could damage the nation's health. It is now harder to dismiss such objections as self-serving.

Ophthalmic services have been a testing ground for market principles in health care. In 1984, the Government ended the opticians' monopoly on the supply of spectacles. In 1985, it lifted advertising restrictions and sharply reduced the National Health Service's role as a direct supplier of spectacles. In 1986, all NHS spectacle provision ceased; children and people on low incomes were given vouchers to spend on privately-produced spectacles of their choice.

These liberalising measures had broadly favourable consequences. Opticians, once a rather dowdy part of the NHS, joined the dynamic retail market of the late 1980s. They began to see clients as customers rather than patients. Premises were refurbished. Many new companies entered the market. The range of spectacle frames on sale in the high street greatly increased. With the arrival of spectacles, the shelves of unattractive "NHS specs" – once the bane of schoolchildren's lives – became a thing of the past.

Final stage

The Government saw the introduction of eye test charges as just the final stage in a long and beneficial process of liberalisation. It took steps to make some vulnerable groups eligible for free tests. Ministers argued that everybody else could afford to pay fees, which average about £1.70 per test. Indeed, Mrs Margaret Thatcher went further, claiming that people would be upset if they were not



Nick Garnett reports on the challenges the UK engineering industry faces in the 1990s

Building on a decade of change

possess critical mass in core product areas. "You will have to strive for size," says Mr Stephens at Siebe. "If you have not got critical mass in the 1990s you will not be able to afford research and development and Japanese and German competitors will eat you alive. Foreign competition is going to be very tough, I'm afraid."

Getting manufacturing technology right, he says, will make or break some companies. In many sectors, the vital technology decisions are those which govern companies' ability to produce the right products in the right volumes at the right unit costs.

Modern production equipment allows the best users in some sectors to gain an overwhelming competitive advantage against the laggards: they can produce small batches of differentiated products on very short lead times at unit costs not very different from those which required much longer production runs a few years ago.

For companies hoping to grow quickly through acquisitions, the easiest years may be over. "What we have done will probably not be repeated by anyone in my lifetime," says Mr McGowan at Williams. At the beginning of the 1980s, says Mr David Blackwood, an analyst at Hoare Govett, UK engineering had a lot of undervalued assets. "It had been through recession and people could see businesses that had a lot of fat and where rationalisation could produce meaningful returns. There is much less of that now."

The industry is likely to face a less encouraging economic climate. Engineering companies have enjoyed exceptionally strong demand for several years now. This is unlikely to continue right through the 1990s. In a tougher business environment, some of the companies which made a success of the 1980s are going to come unglued over the coming decade. There may very well be "unbundling" of some former "bundlers".

Perhaps the biggest challenge of the 1990s – and one which may not be met – is to overcome one of the traditional weaknesses of UK manufacturing.

After the changes of the past decade, it is now more difficult than ever to find large British industrial companies which have generated strong organic growth by developing their own products and using them to take market share away from foreign competitors. This is in marked contrast to the UK pharmaceutical-chemicals sector, where such behaviour is common.

For all the talk of improved efficiency and more coherent company portfolios, virtually no sector of British manufacturing has been able to plunder global markets with new world-beating products of their own design. For all the industry's restructuring, that is unlikely to change in the decade ahead.

Many old-established companies have been overtaken by competitors that were minnows at the start of the 1980s

automotive interests, even though that remains its core business; at the same time, it has largely left the steel business. Lucas Industries, more subtly, has edged further into aerospace and moved away from lower value added car components like batteries and starter motors.

This process has not affected everyone. Hawker Siddeley remains large in the businesses with which it started the decade. So does Babcock, after merging and then de-merging with FKL. BICC has sold off some peripheral activities, but it is concentrating on expanding its original core in and out of the UK.

The 1980s saw the rise of a new type of diversified engineering holding company, the "mini-conglomerate", such companies as Williams Holdings, Evers, Tomkins, and Suter. They have had mixed success.

Some companies have been almost completely reconstituted. TI sold its machine tools, white goods and bicycle interests and is now a specialist engineer in seals, tubing and fasteners.

The newer companies have varied substantially. Williams has bought and

sold many companies but with a strategy of adding businesses to a few consistent themes. Tomkins tends to retain the companies it buys, but in many disparate sectors. Siebe is also an acquirer, but usually of companies making related engineering equipment.

The leadership of some industrial sectors has been transformed by this reshuffling. In the power industry, Rolls-Royce's acquisition of NEI and the merger of the power businesses of GEC with that of France's Alsthom are cases in point. Similar developments have occurred in pumps (Weir's purchase of Matther and Platt) and in food equipment (APV's acquisition of Baker Perkins). Swapping of interests between Glynwold, Delta, DML and McKechnie has altered the ownership structure of some metal products sectors and there has been some rationalisation in machine tools.

But most sectors have not gone through such change. Even where there have been some shifts among a sector's leading companies – for example in motor components, with BBA's acquisition of Automotive Products and T & N's purchase of AE – the rest of the competition remains fragmented.

UK mechanical and electrical engineering groups now have much bigger interests abroad, and exports account for a larger share of sales – though this has not attracted much public attention. Only 41 per cent of the turnover of the 20 largest engineering stocks is now generated in the UK, according to stockbrokers BZW.

Many of the acquisitive companies have expanded their manufacturing overseas, especially in the US. This might have been good for their sales, but it has not helped the UK's balance of trade. The biggest employers in the UK, with the biggest factories, remain the older industrial names.

Foreign ownership of British companies in these broad sectors remains limited. The most significant include the GEC-Alsthom deal, Honda's stake in Rover, Mannesmann's 5 per cent shareholding in TI and, among unquoted companies, the purchase of Lansing, the UK's biggest fork-lift maker, by Linde, the German engineering and gases group. In one sector, precision bearings, Japanese companies

have more than half UK production capacity.

Linked to better management, the combined effect of all these changes has generally been healthy. "Britain had fallen to a level in the early 1980s that it had almost disappeared as an effective manufacturing power," says Mr Brian McGowan, Williams' chief executive. Profits surged over the course of the decade: GKN's, for example, from a loss of £1m in 1980 to a profit of £178m in 1988, and Lucas from a loss of £2m to a profit of £187m over the same period. And the acquirers have also shown strong profit growth. Williams, for example, has gone from a loss of £255,000 to a profit of £116m,

while BBA's profits have risen from \$250,000 to \$54m.

The challenge of the 1990s will be to build on the changes of the past decade in a climate in which competition – particularly from abroad – will grow more intense. "It is going to be much tougher in the 1990s," says Janet Sidaway, analyst at Kleinwort Benson.

The integration of the European market is one reason why competition will grow fiercer. And the changes in Britain have not happened in a vacuum. Many competitors in Europe and North America have become leaner and more focused than they were, in many cases without the tremendous upheavals that have occurred in the UK. Japanese competitors, however, are less of a threat in these industries than in consumer goods, for example.

The search for scale – in sectors that are still very fragmented – will ensure a continuing flow of acquisitions, especially in automotive components and aerospace products. "A lot of companies are just too small to survive," says Mike Timpin at Hoare Govett.

The aim of the search for scale is to

Z unmasked: K silent

OBSERVER

or Blue Bouquet. In future, we shall see hats in a quite different light.

Groundhogs

Today is Groundhog Day. If you ever want to pass as American, it is at least as important to know this as it is, for example, to change the way you hold your knife and fork.

Groundhog Day is the one day of the year when the small town of Punxsutawney in Pennsylvania is more likely to figure as a dateline in most US newspapers than is Paris or London.

The Punxsutawney groundhog, similar to a woodchuck or marmot, is a first cousin to St Swithin. If he sees his shadow this morning, there will be six more weeks of winter. If skies are overcast, spring will be early.

In search of roots, the local Groundhog Club traces the tradition to Caledonia Day observances brought by German immigrants and to what it claims is an old Scots saying:

"If it is bright and clear, there will be two winters in the year." Probably there is also a link with Bill Foggit, the Thin widdernom, who says much the same thing.

Actually, Groundhog Day is just an excuse for several thousand people to gather at Gobblers Knoll outside Punxsutawney to watch a local worthy pull the groundhog from a concrete burrow to talk about the weather in "groundhogese." On every other day of his 10 to 12 year life, Phil lives in more comfort in a glass-fronted burrow in a corner of the town's library.

Phil and his predecessors have failed to see their shadows on only nine occasions in 103 years. But harbingers of an early spring are becoming more frequent; it happened three times in the 1980s and



"I've caused more inaccurate statements in the House of Commons than you've had hot dinners."

is said to be the latest worrying evidence of the greenhouse effect.

Not so rich

The extravagant lifestyle of Romania's late dictator, Nicolae Ceausescu, has been matched since his death by some equally extravagant tales about his wealth.

The latest suggestion to be knocked down by the Romanian News is that, no less than that he had 40 tonnes of gold (today worth more than \$530m) shipped to Switzerland.

Romania Libera, the country's biggest daily newspaper, was responsible for that allegation when it published an interview this week with an anonymous man who claimed he had accompanied the gold on two flights to Zurich in September and October 1989.

Then there were the photographs of Elena Ceausescu's diamond-heeled shoes which were flung around the world when her house was opened up to western journalists.

Eager to get the full, sparkling story, staff of the diamond trade magazine, Diamond International, tried to trace the source of the diamonds and the shoes. They found that the "diamonds" were only paste and that the shoes were part of a Charles Jourdan collection widely sold in boutiques in various European cities.

Frank talking

Public relations has never been a South African strength. That applies to blacks as well as whites. At a recent meeting in Lusaka, the African National Congress (ANC), put out the wrong speech by Alfred Nzo, its Secretary-General. There was a text full of fiery rhetoric designed for public consumption. Somehow, however, the ANC distributed Nzo's remarks to the closed session. Among them: "We must admit that we do not have the capacity within our country to intensify the armed struggle in any meaningful way."

Nothing new

The folding French car, which we wrote about last week, is not a new invention. Lewis Burrell, the architect to the Ransome Old Motor & Motor Cycle Club, clearly a great authority, tells us that there was a model called Robert Hannover who built one in Paris in the early 1960s. It was known as the Reynaud – his own name spelt backwards. The front wheels folded underneath the car and the idea was that it could be kept in hallways of apartment buildings in order to save parking problems.

Last drop

A New York jeweller is advertising a sliding silver key to squeeze toothpaste out of the tube.

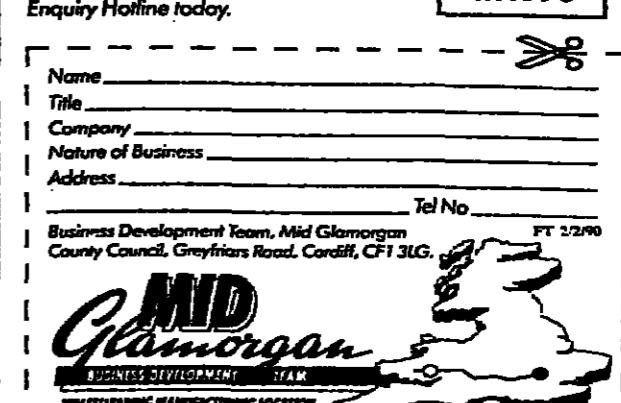
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POLITICS TODAY

The money is not on South Africa

By Joe Rogaly



South Africa is still a high-risk investment. Anyone who is thinking of putting money into Johannesburg stocks, or advising a board to re-invest or roll over a loan, should wait a while. How long? Probably at least a year, maybe several more. This friendly warning holds good whatever President de Klerk may say in his important speech at the opening of Parliament in Cape Town today. For in spite of the positive steps and reassuring words that have come from Mr de Klerk since he took office in September, there is no guarantee that the present series of moves towards a negotiated settlement with the black majority will work out.

The President himself is reported to have told 500 senior police officers the other day that South Africa could not afford to become embroiled in an "80 years' war" among its own people.

The strong implication that he fears just such a possibility if his present efforts fail is reason enough to draw the conclusion that the republic is no place in which to put serious new money just yet.

That confrontation with the officers of what by all accounts has become a pretty demoralised and truculent police force was certainly courageous. It follows his demolition of his predecessor's national security council. Mr de Klerk's purpose is to deliver a message that has been studied with some care by the British Government: that he proposes to end the use of the South African police for political repression. "It is a question of methods," he said, according to one account of his speech. "When in future we act in a more subtle way in matters which have, in the past, been handled in a heavy-handed way, it does not mean that we have changed our goal of creating a peaceful and just community where the rights of the minorities are safeguarded."

This is more easily said than done.

The current tour by a team of cricketers under Mr Mike Gatting has aroused strong emotions. To Mr Gatting it may be simply a matter of playing a game and making a pile of money, but to many black South Africans the tour has been a provocation. The result is that once again the police have been photographed using tear gas, whips and snarling dogs to control crowds of protesters. The South African Government appears to be more than slightly embarrassed by the visit and its consequences, while in London the kindest official/unattributable phrase used in a conversation this week was that "Gatting and Co are just a bunch of mindless mercenaries". They are clearly out of their depth. They should come home.

The cricket tour is, however, a relatively minor obstacle to a President who seems genuinely determined to maintain the momentum of progress towards talks. Another is the behaviour of his own security forces, who sometimes continue with old habits in spite of his efforts to reduce their status and restrict their work to ordinary crime control. Just this week he was obliged to order a judicial commission of inquiry into the death in

detention of the young Mr Clayton Sithole Twala, who, the police are reported to have said, committed suicide by hanging himself in the Johannesburg version of the Lubianka, John Vorster Square. Over the years there have been many such reported suicides in that grim building. It is nevertheless reasonable to hope that the newly subdu South African Government will sooner or later succeed in getting its own version of the KGB under control. Even before Mr de Klerk took office the quantity of hangings, in a country more wedded to the death penalty than most, had begun to fall: from 164 in 1988 to 53 last year.

The distance yet to be travelled is, however, not inconsiderable. This goes some way towards explaining the reluctance of the African National Congress and even its venerated leader, Mr Nelson Mandela, to abandon talk of the "armed struggle".

Here is subtlety indeed. Bomb outrages in white areas have ceased, and although there are still sporadic attacks on black policemen and alleged collaborators in some black areas the truth is that the ANC does not have the capacity to mount a credible campaign of violence against the South African state. This was acknowledged by one of its leading lights, Mr Alfred Nzo, just the other day. To outsiders the case seems simple: just announce a suspension while a search for peaceful solutions proceeds. But the ANC, which represents a constituency of people who for most of this century have cringed on pavement edges but who now stand up straight, is emotionally sustained by its rhetoric. So it takes of an "infatuation of the armed struggle", while President de Klerk asks for its renunciation in return for all the things he is expected by a waiting world to do.

The release of Mr Mandela is at the top of that list of expectations, although it is nearer the bottom of the list of actions required to ensure that the ANC leader emerges straight into negotiations, or, at the very least, pre-negotiations. For that to happen the state of emergency must be lifted – not partially, but completely. The remaining political prisoners must be released and the ANC and its related organisations must be unbanned in law as it now more or less is in practice. Here the South African Government's position is the mirror image of the ANC's on "armed struggle": it

allows the ANC to operate openly, but it has not so far been able to legalise the real situation. All of this taken together constitutes a package that is politically difficult for President de Klerk to deliver as a "big bang" while the ANC adheres to its phrase about "infatuation of the armed struggle". The temptation for the South African President must be to deliver part of what everyone agrees is required and call on the ANC to make a gesture in return. Perhaps that proposition was discussed with Mr Mandela himself yesterday. The trouble is that the world has been building itself up to an expectation of the entire "big bang": Mr de Klerk's claim to be a man of reform will not be sustained if he announces too little today.

Another obstacle to eventual agreement will certainly have to be discussed fairly soon. It is this: the Afri-

can leaders now coming out of imprisonment are Rip van Winkles who were put into a political sleep at a time when the nationalisation of the commanding heights of the economy seemed desirable. Many of them, possibly including Mr Mandela, appear to have retained such a programme, which would cover the mines and the banks, as an article of faith. The ANC leader's recent statement to this effect has upset South African businessmen, some of whom see him as the one man who can bring about a peaceful settlement. They should relax, take note of how far Mr Sam Nujoma and Swapo are moving away from a similar 1960s-fixation in Namibia, and maintain confidence in their ability to persuade any future government of South Africa that a policy based on pre-1989 east European economics would be absurd.

These and other details of the

evolving South African scene are watched with close attention by the British Prime Minister. She may yet benefit from having been wrong all along about sanctions. For it is the effect of sanctions, particularly independent adverse decisions on the quality of bank loans to the Republic, that has done so much to stimulate the movement for reform being led by President de Klerk. The American-based sanctions have hit the hardest. Meanwhile, Mrs Thatcher has won popularity among white South Africans for speaking consistently against them. Her reward could be an invitation to play some role, perhaps as a dramatic mediator at an awkward time, in whatever talks get started. My understanding is that she would not visit Pretoria simply to shake hands with de Klerk and Mandela, but only if she could be seen to have something to do. That rules out an early visit, although nobody knows what will happen after today's speech.

Even if the speech shows vision and a determination to find a solution in consultation with African leaders the Prime Minister will be taking a political gamble if she gets openly involved. One of her Cabinet colleagues mused in a recent conversation that he could not be sure that the risk was worth any potential reward. I wonder. The immediate task is for quiet diplomacy that will steer at that, and the Foreign Office should help.

The major task will be to persuade President de Klerk that the flow of investment and business back to South Africa will not begin in earnest until there is a genuinely democratic new constitution, with universal suffrage and no nonsense about "group" (that is, tribal) structures upon which to base it. Someone else will have to persuade the ANC and other African parties that protection for the white minority will have to be built into this probably penultimate constitution; I doubt that Mrs Thatcher is sufficiently trusted by blacks to be the person for the task.

Probably the only person who can do it is Mr Mandela. But then he would be crazy to sign a new peace treaty until he was convinced that what was on offer was an irreversible shift away from white domination or white overall control. Until he could see such a ratchet built in to any new settlement the ANC would want to keep up the outside-world pressure, which is its principal true weapon. For once laid down, that weapon would be hard to reassemble.

It is for these reasons that we cannot sensibly regard President de Klerk's Government in the same light as the old Communist regimes of eastern Europe, ready to topple as soon as the crowds gather. There, the Russian colonial army held fire. There is no such outside army to withdraw from the Republic. I suspect that neither side has yet fully confronted what it would have to give up if there is to be a lasting settlement. That is why I say, don't bank on any such thing just yet.

LOMBARD

Marxism today

By Martin Wolf

Fascism Today has become one of the more fashionable intellectual weeklies of the late 1980s. Its editor remarks that the essential values of fascism are no more than the superiority of co-operation over competition and of an orderly national community over anarchic individualism. Nazism, he condemns utterly, as an evil distortion of these values.

According to fascist revisionists, both of the major British parties embody some fascist values. Mrs Thatcher, for example, is praised for a staunch defence of national interests, for authoritarianism and hostility towards deviant sexual behaviour.

But she is criticised for supporting the socially corrosive notions of economic individualism and free enterprise. This implies that whatever strengthens the historically blessed cause of the working class in *ipso facto* justified. From these roots sprang all the most despicable features of Marxist totalitarianism, from denunciation of parents by their children to the gulag. Moral contamination is an inevitable consequence of the Marxist political "project" (to use a favourite term).

Marx's marriage of materialism with historicism was a product of genius. Yet his prediction that the development of the productive forces and its consequence, the class struggle, would inevitably lead to communism looks more improbable by the day.

Where Marx's intellectual contribution is unquestionable is through his influence on the way we think about the relation between technology, economics and politics. But it is not in his role as a detached scholar that Marx became the founder of a secular religion.

In the 20th century a remarkably high proportion of the West's most cultured people enjoyed a passionate love affair with Marxism's political programme. This infatuation is perhaps to be explained by the sweep of the theory itself and by its promise that history is on the side of utopia.

None the less, intellectuals of the next century are likely to be as amazed by this infatuation as are those of today by nineteenth century imperialism. Marxism has no today. It has a past – much of it diabolical.

LETTERS

Productivity gains and unit costs

From Mr W.A.P. Manser.

Sir, Professor Layard ("The fallacy about productivity and pay," January 31) comments that it is a fallacy to think that inflation will fall when productivity gains are not spread equally across the whole workforce. But behind this is there not a greater fallacy still?

Prof Layard assumes that, in any case, the first productivity gain will go to the workforce. But if the whole financial benefit is translated into higher wages, unit labour costs cannot, by definition, fall. And if unit labour costs remain unchanged, there can be no

effect on inflation. Only if wages do not absorb the whole gain can unit costs decline.

But if productivity improvements are the result of investment, then it is right and important that the financial benefit should be retained by the company, the source of this and future investment funds.

Another remark by Prof Layard implicitly stresses a further fact of the same point. He says: "... differences in productivity growth... are mainly due to technological factors and not to the efforts of the workers." It is indeed true that most labour productivity increases stem from the installation of more or better machinery. The idea that pro-

Opportunities for investment choice

From Mr M.J. Hart.

Sir, Mr Fairbairn (Letters, January 30) must be turning a blind eye to his sense of history in suggesting that only unit trusts are suitable for marketing. The 1988 prospectus for The Foreign and Colonial Investment Trust, which I have managed for the past 20 years, was specifically designed to provide the investor of moderate means with the same opportunity as the rich capitalist.

Marketing regimes are a matter for the regulators and we await the Securities and Investments Board's important retail review with interest. To suggest, however, that investment trusts and unit trusts must be "subject to the same stringent regulations" neglects a fundamental difference between an open-ended vehicle (a unit trust) and a closed-end vehicle (an investment trust). Unit trust investors face with forward pricing, redemption problems at Dumfries, or dealing in October 1987, may be surprised to learn they "can at all times redeem their units at asset value on demand".

At a time when wider ownership is seen to be of increasing importance, Mr Fairbairn should welcome the role of investment trust savings and investment schemes, which The Foreign and Colonial Investment Trust pioneered in the UK. His enthusiasm for competition should surely encourage a proper opportunity for choice by increasingly sophisticated consumers: let them decide, on the basis of past performance and costs, which vehicle they prefer.

M.J. Hart,
Director,
Foreign & Colonial
Management Ltd,
1 Laurence Pountney Hill, EC4

The range of Conservative views on Europe

From Mr Bryan Cassidy MEP.

Sir, Joe Rogaly ("Steadying Europe," January 26) made an error which is sadly all too common in our newspaper coverage of the meeting which the Prime Minister had with Tory MEPs recently. That was the entirely erroneous assumption that all Tory MEPs think exactly alike about everything. Mr Rogaly's article referred throughout to

the "MEPs" without differentiating the out-and-out federalists in the group from those who espouse the more cautious evolutionary (or Thatcherite) approach.

On economic and monetary union (EMU) for example, the views of the group range from

those who think that it is fundamentally erroneous to link economic and monetary union,

through those who would like

to see a more positive use of the European currency unit,

to those who would like to see a single European currency as early as possible. All these points of view could equally well be found among Conservative MEPs in the House of Com-

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Bryan Cassidy,
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FINANCIAL TIMES

Friday February 2 1990

CAR MAKER'S EUROPEAN STRATEGY

Nissan may export cars to Japan

By Kevin Done, Motor Industry Correspondent, in London

NISSAN MOTOR is considering exporting cars from its UK assembly plant to Japan, the first such move by a Japanese vehicle maker to ship products there from Europe.

Later this year, Nissan, Japan's second-largest car maker, will embark on a significant change in its European product strategy, with the replacement of its ageing UK-built Bluebird saloon and hatchback range, which began production in the UK in 1986.

The new car, to be called the Primera in Europe and in Japan, was unveiled yesterday in Tokyo and will be launched in Europe in the autumn in a determined effort to take the company further up market. The new car will also be launched in the autumn in the US market under the group's new US luxury car franchise as the Infiniti G20.

The launch of the same model as an entry-level car under the Infiniti luxury car marque in the US is a clear indication of the group's determination to use the Primera upper medium car range to take Nissan decisively up market in Europe.

The Primera will be produced at two plants, one in

Japan and one in the UK, with the Sunderland plant as the sole source for the European market.

At the same time the UK plant will be the sole world source for the Primera hatchback model, the car that Nissan is considering for export to Japan.

The company has begun an engineering and marketing study for the project, which would include minor re-engineering of the European product to meet technical specifications for the Japanese domestic market.

The company is considering initial export volumes to Japan of 2,000-4,000 a year, with first shipments possibly in 1991.

EC plans regular exhaust catalyst tests

By Tim Dickson in Brussels

REGULAR checks on vehicle catalysts - devices being fitted in growing numbers to meet tougher European Community car exhaust standards - will be made mandatory throughout the EC if member states adopt a plan announced in Brussels yesterday.

Mr Carlo Ripa di Meana, the EC's Environment Commissioner, unveiled the idea for a compulsory scheme at a

opening ceremony of a new catalyst plant just outside the Belgian capital.

"Like everything else including, alas, ourselves," Mr Ripa di Meana told his audience, "catalysts become less efficient as they become older. Regular checks on their working efficiency are therefore vital if the EC's emission standards are to be complied with on a continuing basis."



Tanks enter Glogovac, Kosovo province, yesterday after clashes between police and demonstrators

army requires agreement by the Federal State Presidency, which during a meeting earlier this week ruled out sending in the Federal army to contain the violence between the police and the ethnic Albanians. The army remains reluctant to be drawn into the Kosovo conflict which has already officially claimed 19 lives.

Any full deployment of the

1.8 and 2.0 litre versions. Capacity for the Primera at the Sunderland plant of more than 100,000 a year should be reached in 1991.

It is expected that around half of the production will be aimed at the UK market, with the balance going to continental European markets as well as small volumes to Japan.

The UK-built Primera, which will be launched in both four-door saloon and five-door hatchback versions with a range of high performance 1.8 and 2.0 litre 16-valve, twin cam engines, will spearhead the company's growing assault on continental European markets.

The car will pose stiff competition in Europe for ageing rivals such as Ford's Sierra as well as more recent introductions such as the Opel Vectra/Vauxhall Cavalier and the

BMW 3 Series.

Mr Yutaka Kume, Nissan president, said that Nissan was aiming to sell close to 220,000 a year of the new Primera/Infiniti G20 range worldwide, of which around 102,000 will be sold in Europe, 60,000 in Japan and 54,000 in the US.

In Japan, the Primera will replace the existing Nissan Auster and will be available in

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Japanese land prices will be held, says Mieno

By Stefan Wagstyl in Tokyo

MR Yasushi Mieno, the governor of the Bank of Japan, yesterday stated his determination to curb the threat of a resurgence in land prices.

A further rise would widen the gap between the haves and have-nots and increase social injustice, he told Japanese and foreign business leaders yesterday. It would also harm the country's economic strength and raise the risk of fueling inflation, he said.

Mr Mieno's comments were unusually outspoken for a Japanese central bank official, especially as the country is in the midst of a general election campaign.

However, Mr Mieno has made clear since he took office last autumn that he is not afraid of confronting politicians.

Last December, he fought off an attempt by Mr Ryutaro Hashimoto, the Finance Minister, to delay a planned increase in the official discount rate.

Yesterday, Mr Mieno said complex reasons lay behind upward pressure on land prices, including tax policy and the attitude of financial companies. Financial institutions should not hand land over to speculators.

Comprehensive measures were necessary, as envisaged in the Basic Land Law, a reform act, passed by the Diet (Parliament) last December. However, the law was not yet being put into effect. "Should we sit back? The answer is 'no,'" said Mr Mieno.

By monetary policy alone, the central bank could not suppress land prices. "But that doesn't mean we should not do it."

• The Bank of Japan forecasts in a report published this week that economic growth will slow.

Personal consumption will overtake private plant and equipment investment as the chief engine of economic growth, but the rate of increase is expected to decline in the second half of the 1990 financial year, which begins April 1, it said.

The report emphasises the bank's concern about the risk of a possible resurgence in inflation, warning that it is necessary to keep a watch on labour shortages, the rise in lending, the stability of the yen and import cost increases in order to preserve price stability.

The central bank's predictions are echoed in a survey carried out by the Industrial Bank of Japan, which also forecast a slight slow-down due to the impact of rising import costs, labour shortages, higher interest rates and a deceleration in US growth.

Opposition seems likely to be strong. The Bundesbank, which holds West Germany's gold reserves, believes the selling of IMF gold would provide an undesirable precedent because it smacks of debt for goodness, which should not be countenanced.

Depending on how strongly the US pushes the idea, it seems likely to further delay the talks on the quota increase, which were delayed until last year by the US refusing to take up its quota.

The lock-out is expected to continue for two weeks to resolve the bank employees' dispute.

The mediator trying to

resolve the bank conflict called on the two sides to meet him this afternoon with the pros-

Sale of IMF's gold opposed

Continued from Page 1

pect of a resumption of peace efforts over the weekend. The bank union has rejected the mediator's last offer of an increase of 8.25 per cent.

• Finnish banks yesterday locked out employees following their refusal last week to make transfers between banks as part of their campaign for a 10 per cent wage increase, writes Enrique Tessier in Helsinki.

The employees refused a mediator's proposal for a 6.2 per cent rise, and Mr Esko Oilla, a Bank of Finland official, said the wage dispute might take two weeks to resolve. The bank employees plan to strike on February 15 if their demands are not met.

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INSIDE

Desperately seeking the fruits of success

Mr Michael Spindler (left), new chief operating officer at Apple Computer, has a way to go to live up to his reputation as a "brilliant operations strategist." Apple is in a sober and down-beat mood at its failure to meet its sales and earnings projections over the Christmas quarter, and is recognising weaknesses in product and management. Louise Kehoe reports on the critical role Mr Spindler will play. Page 17

Jewel in Hafslund's crown

Hafslund Nycomed, with estimated sales last year of Nkr3.1bn (\$479m), is a minnow in the \$130bn-a-year international drugs industry. But it has one gleaming jewel in its crown: Omnipaque, a contrast fluid used in X-rays. Last year Omnipaque accounted for roughly 70 per cent of the group's pre-tax profit. The company's goals now are to expand its marketing network and introduce new products. Page 15

Golden image tarnishes

Union leaders, government and public alike are bemoaning the deterioration of Malaysia Airlines System's "golden service." Although the carrier's financial performance over the last two years has been solid, it has been stretched by an expanding network, passenger growth, an ageing fleet and too few staff. Page 18

Can pay, want to pay

Companies are increasingly pressuring banks to introduce a procedure for electronic payment of bills, but such a system poses an enormous challenge for banks. The problem is documentation: when a payment is made from a corporate bank account, the corporate finance department needs a remittance advice to balance the books. Page 23

Grassroots farming

Romanian farmers are confused but excited following the overthrow of a Communist system that replaced peasants and landlords with more than 4,000 co-operatives and state farms. The interim government has plans to hand back 2m hectares of co-operative land to the peasants, who will be able to grow whatever they want and will no longer be obliged to sell crops to the state. Page 24

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FPT)		
Chemcom	317.5 +	15	Axa Mid.	316 + 22
Baader-Berz	870 +	37	BP France	197.9 + 23
Deutsche Bk	923 +	65	E.F.	561 + 14
Dresdner Bk	431 +	132	Sociale Sec.	327 + 15
Lithgow	230 +	11	St Gobain	530 + 10
Macrom	750 +	21	St Gobain	570 - 5
Metzger	570 +	4	TOKYO (Yen)	570 - 5
Concav Corp.	80.4 +	43	Thales	170
Pfleider	560 +	10	Foto Comit	1200 + 170
Concav Corp.	231.2 +	12	Alcatel	1200 + 120
Di George	37.5 +	10	Elf	1200 + 120
Elm	57.5 +	4	Total Paper	1130 + 28
Hilti Hds.	116.8 +	22	Tutor Store	2430 + 330
Holiday	57.5 +	23	Tunisian MFG	1220 + 220
New York prices at 12.30pm				

London (Pence)

	Police	Police	
Axa Kent	168 + 35	Carls Wk.	535 - 8
Baader-Berz	588 + 10	Comed Med.	508 - 9
Brit Aerospace	560 + 70	FP Group	104 + 28
Brit Telecom	305.2 + 32	Kingfisher	276 - 8
Carson Cables	513 + 14	Ling-Frost	550 - 24
Concav Corp.	116.8 + 22	Logistics	266 - 8
Concav Corp.	535 + 6	Sodwick	590 - 15
Telco Europe	228 + 34	Steel Sheet	590 - 15

FINANCIAL TIMES COMPANIES & MARKETS

• FINANCIAL TIMES 1990

Friday February 2 1990



Teamwork in Construction
Housing Property Trading

Electrolux profits slip by 3% to SKr3.6bn

By Robert Taylor
In Stockholm

ELECTROLUX of Sweden, the world's leading white goods manufacturer, yesterday reported a 3 per cent fall in 1989 pre-tax profits from SKr3.72bn to SKr3.6bn (\$550m). It plans to raise its annual dividend from SKr1.50 a share to SKr1.55 a share from 1990.

The latest result, struck after financial items, was much better than had been predicted by analysts, but included non-recurring items which generated a net contribution to earnings of around SKr100m to SKr200m. Mr Anders Sjöberg, president and chief executive, said there would be a consolidation in performance this year.

Sales rose by 15 per cent in 1989 to SKr85bn from SKr75.56bn. The return on equity after full tax was 17 per cent compared with 18 per cent in the previous year.

In the fourth quarter of 1989, profit after financial items fell to SKr63m from SKr152m a year earlier, while sales rose to SKr20.44bn from SKr19.37bn.

Electrolux said the demand for white goods, which represent 52 per cent of its product sales, continued weak in the final quarter of 1989, particularly in Britain and Italy.

The North American market, where the company sells a third of its production compared with 38 per cent inside the European Community, was highly competitive. Electrolux said there had been a "considerable decline in sales volume for leisure appliances" in the US.

However, Mr Sjöberg also indicated that there was still strong demand for white goods in Continental Europe, notably in West Germany. Total sales for household appliances rose 6 per cent in 1989 to SKr43.7bn from SKr41.1bn.

In other business areas the company's sales performance was much better. In outdoor products there was a 68 per cent improvement in sales last year to SKr3.5bn from SKr1.96bn in 1988.

A 20 per cent growth in sales of industrial products was also recorded as well as an 18 per cent improvement in commercial services sales and 17 per cent in building components.

Electrolux added that extensive efforts had been made last year to strengthen long-term competitiveness in its core business areas. As a consequence charges had been taken against earnings, with substantial costs for new production facilities and development of new products.

Lex. Page 14

Puma changes hands again

By John Burton in Stockholm and Andrew Fisher in Frankfurt

PUMA, the troubled West German sporting goods concern, is changing hands again - less than a year after it was purchased by Cosa Liebermann Holding, a Swiss-run trading company which operates out of Hong Kong.

Arimos, Sweden's leading sports equipment company, said yesterday it had bought 49 per cent of Puma's voting shares from Cosa Liebermann for SKr3.35m (\$55m), with an option for a complete takeover next year.

Arimos' chief executive, Mr Ingvar Wenzelius, said one of the benefits of the takeover would be improved savings on shoes purchased from subcontracted manufacturers.

With Puma's shoes trailing in the battle for US consumers' attention, the company brought in outside management.

Mr Armin Dassler, who owned the company with his brother Gerd, had already stepped down as chief executive because of ill-health. Their father, Rudolf Dassler, had founded Puma after quarrelling with his brother Adi, founder of Adidas, the rival sports shoe company.

Having worked strenuously to recover from its US sales debacle,

Puma expects a break-even result for last year, after three years of losses, and a small profit gain in 1990.

Mr Ingvar Wenzelius, Arimos' chief executive, said one of the benefits of the takeover would be improved savings on shoes purchased from subcontracted manufacturers.

Bulk purchases by Arimos

would total 30m pairs of shoes,

lowering the purchase price by 5

US cents per pair and raising

profits by about SKr5m.

Despite fierce competition in

the US market, Mr Wenzelius

predicted that sales of Puma

soccer shoes could grow there

due to increased American

interest in the sport resulting

from its participation in the

World Cup this year and its

hosting of the event in 1994.

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INTERNATIONAL COMPANIES AND FINANCE

Hachette invites bids for prime Paris real estate

By George Graham in Paris

HACHETTE, the French publishing group, has put its newspaper distribution centre, a substantial building in the heart of Paris, up for sale.

The building is expected to represent one of the biggest real estate transactions in the French market this year.

Banque Arjil, the investment bank controlled by Mr Jean-Luc Lagardère, Hachette's chairman, is inviting bids for the property in a two-round auction to be completed by April, with a minimum bid of FF1.7bn (US\$1.2m).

Paris property specialists expect that the building occupied until 1991 by Nouvelles

Messageries de la Presse Parisienne (NMP), the leading French newspaper distributor, could fetch substantially more than this minimum.

The property represents a total of 33,388 sq metres of floor space, with a further 6,704 sq metres of basement area, on a site of 5,300 sq metres. The headquarters of the Pechiney aluminium group, sold last year for FF2.76bn, represented almost exactly the same above-ground floor space.

The NMP building stands on rue Réaumur in the second arrondissement, outside what is generally regarded as Paris's golden triangle. Nevertheless,

it stands only a hundred yards from the Paris stock exchange and close to the headquarters of most of the biggest French banks.

Hachette said yesterday that the sale resulted both from NMP's need to move to modern accommodation, and from its strategy of realising sleeping assets.

The sale of the NMP building will reduce Hachette's debt levels, which rose after a series of recent acquisitions, particularly two US purchases made in late 1988: Grolier, the encyclopaedia company, for \$449m, and Diamandis, the magazine publisher, for \$712m.

Paris property specialists

expect that the building occupied until 1991 by Nouvelles

Vaduz bank group rises to SFr45m

By John Wicks
in Zurich

BANK IN Liechtenstein, the Vaduz-based group which last year took over GT Management of the UK, has reported an 8.5 per cent rise in 1989 net profits to SFr44.9m (US\$29.8m).

The bank, which is controlled by a foundation of the Liechtenstein royal family, recorded a balance-sheet total up 20 per cent to SFr6.6bn.

Consolidated assets are put at SFr7.8bn against SFr6.4bn.

The takeover of GT led to a sharp rise in the level of clients' assets under management.

GT alone booked a 46 per cent jump in managed assets between April 1 and December 31 to SFr2.25m (US\$1.5bn), its pre-tax profits for the period rising 61 per cent to SFr8.2m.

For the parent, the surplus from balance-sheet business rose 9 per cent to SFr65.4m and net brokerage commissions 31 per cent to SFr41.3m.

Earnings from trade in foreign exchange and precious metals went up 17 per cent to SFr14.3m.

It expects to pay an unchanged dividend of 12 per cent.

Sanofi increases earnings by 20% with strong sales

By William Dawkins in Paris

SANOFI, the French pharmaceuticals group controlled by the Elf Aquitaine oil producer, yesterday announced a 17.7 per cent increase in sales to FF17.15bn (US\$1bn) for 1989.

The group estimated that last year's net profits would come out at between 20 per cent and 25 per cent above the FF15.77bn achieved in 1988.

Stripping out the impact of acquisitions made during the year, the turnover rose at an underlying 8.4 per cent to 6.3 per cent sales increase.

FF15.83bn, the group said.

Sales growth was slower in the second half, an underlying 6.6 per cent up from the same period of the previous year.

The perfumes and beauty products division, which embraces Yves Rocher, Nina Ricci and Van Cleef & Arpels, put in the fastest underlying growth, with a 12.3 per cent increase in sales. The bio-activities division was the slowest growing, with an underlying 6.3 per cent sales increase.

Cash injection for Arianespace

By William Dawkins

ARIANESPACE, the European space consortium, which launches more than half the world's commercial satellites, yesterday increased its capital by FF1.06bn (US\$85m) to fund growth and diversification.

The cash will be used to develop small satellite launches, manned spacecraft and to support Arianespace's campaign to be the operator of the future European space shuttle, Hermes, which is expected to come into operation at the end of this decade, said officials.

The funds come from the 50 founding investors of Arianespace, which is 58 per cent owned by French interests and

20 per cent in West German hands.

The money is being raised by a new holding company, Arianespace Participation, which owns 85 per cent of the original operating group and is controlled by the same shareholders.

This is the biggest equity raising exercise since Arianespace's formation in 1979.

Meanwhile, the group yesterday welcomed two new industrial investors and made small changes to the ownership structure. Italy's Fiat Aviazione is joining the five Italian industrial investors in the original Arianespace operating company.

SNPE will work with BPD Difesa e Spazio, its Italian counterpart and owner of 4.5 per cent of Arianespace's capital, to produce solid fuel for Ariane 5's rocket boosters.

Cofir joins Warburg in investment firm launch

By Tom Burns in Madrid

COFIR, the Spanish investment arm of Cervus, Mr Carlo De Benedetti's European holding company, has joined forces with Mercury Asset Management of the SG Warburg group to launch Fonfir, a new investment vehicle for the Spanish market with an initial FF10bn (US\$1.2m) capital.

Cofir, which holds a 55 per cent stake in the new company, said Fonfir would be investing in medium sized Spanish companies seeking expansion both domestically and abroad.

Mercury has a 15 per cent shareholding in Fonfir as do the Spanish banks Banco de Zaragoza and Bankinter.

The venture marks an ambitious new step for Cofir, which will be broadening its activities in Spain.

Over the past two years Cofir has spent heavily to acquire strong positions in key sectors and it will now be purchasing, through Fonfir, smaller stakes in diverse companies.

Cofir last year acquired a 49 per cent stake in Bodegas Berberana, the second most important Rioja wine producer, a 35 per cent stake in NH Hoteles, a domestic hotel chain, and 49 per cent of a fashion shop chain called Massimo Dutti.

Omniaque is one of the two leading products in the \$2bn world market for imaging reagents for X-ray diagnosis.

Bracco, an Italian company which has a marketing tie-up with E. Merck, a Swiss-based drugs group, provides the other main formulation while Schering of West Germany is responsible for another, older product in this field.

Berlin-based Schering has an important role in the web-like network of relationships between Hafslund and other companies in the imaging field. Schering is unusual in that in some areas of imaging it competes with Hafslund, while in others it collaborates.

Hafslund gains half its revenues from Omniaque. The product last year accounted for roughly 70 per cent of the group's pre-tax profit, estimated at some NKr1bn. Other Hafslund activities include sales of drugs such as pain relievers and medical equipment.

Single-minded approach to X-rays

Peter Marsh examines the unconventional strengths of Hafslund

It is a pharmaceutical company but its best selling product is not strictly a drug. It plans to expand in the European Community by an acquisition in Austria, which is not in the Common Market.

It has a sideline in running power stations and it gains a large chunk of its revenues from the sales efforts of other companies. It splashed out \$55m last year for a business with no sales. Its chief executive is a former insurance official and its chairman is an entrepreneur who is also at the helm of a computer company.

Welcome to Hafslund Nycomed, among the world's least conventional pharmaceutical groups. The Oslo-based

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INTERNATIONAL COMPANIES AND FINANCE

An Asian airline counts the cost of flying

Lim Siong Hoon on Malaysia Airlines' need to generate funds without raising fares

The year has begun unhappily at Malaysia Airlines System. Union leaders aired their grievances in public last month, speaking of overwork, poor conditions and malfunctions in two leased aircraft.

The public began writing letters to the local press complaining about delayed flights, cancellations and overbooking.

Then the Government stepped in. Yes, said Dr Liang Sik Ling, the Transport Minister, the carrier's golden service has deteriorated. He summoned its senior managers to give an account to Cabinet.

Amid this furor, the MAS share price fell 20 per cent from its 11.50 ringgit high. Securities analysts downgraded this year's forecast for pre-tax profit by 10 per cent to around 200m ringgit (US\$74m).

Mr Abdul Aziz Abdul Rahman, the managing director, says simply of the bad publicity: "It will go away."

The airline's present troubles cloud its good financial record since it emerged from a 35m ringgit loss in 1982, and its privatisation that came three years later.

Growth in annual revenues has been running at 20 per cent in the last two years. For the year to March the gloomiest prediction - from CIMB Securities, a local stockbroker - still leaves a 22 per cent rise in revenues to more than 22m ringgit and a pre-tax profit of 194m ringgit, up 23 per cent. MAS has never had it better.

The financial performance

does not entirely make nonsense of the claims against the airline. In one sense, MAS is a victim of its own success.

Since 1985 the airline's network, now covering 130,000 km, has been expanding at 10 per cent a year. International and domestic flights are 80 per cent filled on average.

Then a jump in tourist arrivals, lured by a 1986 Visit Malaysia Year campaign plus an influx of business visitors, put pressure on the airline's capacity and services.

Mr Abdul Aziz says: "Our problems are about equipment, maintenance and staff." For a fleet size of 47, averaging 11½ years of age, there are 300 flights daily. Its staff of 12,000 needs to be lifted to 14,000. For example, building an in-house technical servicing network and an engine overhaul centre are tasks that strain its engineering capability.

MAS has set 1989-95 as a period of renewal, in the most extensive such exercise since, as Malayan Airways, it broke with Singapore in 1971.

The centrepiece in this change is the replacement of almost its entire fleet. By 1995 the age of its fleet is intended to average three years.

The net replacement cost for the 37 aircraft to be delivered between last year and 1995 will be 68m ringgit. This fleet renewal programme has implications for its international reach, financial performance and equity structure.

and lower maintenance costs could eventually offset some of the higher charges.

The big bills will pile up between 1992 and 1996 when, simultaneously, three 747s, several of the 16 Boeing 737s and the eight Airbus arrive.

Half of the cost of each aircraft will be settled on delivery. "We don't like bullet payments," says Mr Sulaiman Sujak, the finance director.

MAS is putting a 30m ringgit ceiling to its debt financing. So, to settle its bills promptly there is a pressure to generate funds internally by keeping profits up while it looks for ways to raise equity.

Two options are available

and both are thought likely: a cash call at home and an offering abroad.

CIMB Securities reckons that 40 per cent in equity financing seems likely, says Mr Lau Yew Kong, its research manager. This can avoid crimping too much on earnings per share.

The foreign shareholding in MAS is already near the current 30 per cent limit (a 10 per cent block is held by neighbouring Brunei), and a listing abroad appears justifiable.

Malaysian government institutions, primarily the central bank, hold 60 per cent of the equity, but, says Mr Sulaiman, the state could divest while retaining control through a golden or veto share.

MAS began as a government creature, and elements of this character continue to exist in its operation. Labour issues contain a

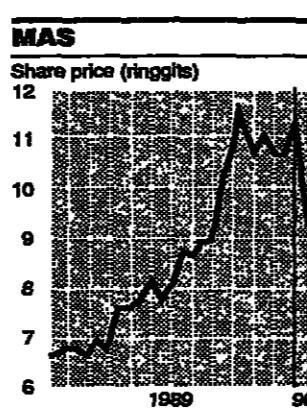
political dimension: workers take their grievances to their politicians. Productivity, measured in terms of revenue per employee, has recently been rising by around 12 per cent annually. But Singapore Airlines, according to a report on MAS by stockbroker W.L. Carr, has as many employees producing seven times the profits and twice the revenues.

Yet popular pressure keeps the Government from allowing MAS to raise domestic fares to make up for the growing costs. With one hand tied, says Mr Aziz, "I would prefer running an international airline."

MAS is secretive about how badly its domestic operations weigh down the overall performance. W.L. Carr estimated that 1988 domestic losses were nearly 8.7m ringgit, or 6 per cent of pre-tax profits.

This is not a compelling enough reason for the Government to split the international and domestic sectors. The airline's monopoly on the local market could become more useful given Malaysia's 7 per cent growth in real incomes.

MAS says its domestic operations broke even last year. If it can raise productivity further, and if the new investments are used to justify higher fares, the local market is a potential safety net. In case anything goes wrong elsewhere that threatens its renewal programme. Hence the airline's willingness to put a brave face on its troubles.



Big demand for Sime Singapore's public offer

SIME SINGAPORE's public offer of 108.75m shares was 125-times subscribed in spite of uncertainty over the local car industry, one of the group's core businesses, Reuter reports from Singapore.

More than 188,847 investors applied for 12.38m shares,

according to Development

Bonds of Singapore, lead manager of the issue.

Sime Singapore, a wholly owned subsidiary of

Malaysia's Sime Darby, offered the shares at \$31.15 each. The offering represented 25 per cent of its enlarged 435m share capital.

It is the second local com-

pany to go public this year.

Sime Singapore has subdi-

vides and associated compa-

nies engaged in six core activi-

ties, including a motor

dealing, heavy equipment

trading, technical and con-

sumer trading, packaging,

property and insurance.

Brokers said the recent deci-

sion by the Government to

depress demand for new cars

under a quota system had led

to uncertainty over prospects

for the car industry.

But they said the strong

response to Sime's offer indi-

cated continued bullish senti-

ment and liquidity among

investors.

Kim Eng Holdings, the first

issue this year, attracted a

record 783 times subscription,

attributed to cash-rich inves-

tors eager for new issues.

Syndicate demands immediate A\$385m payment from Bond

By Chris Sherwell in Sydney

acting to liquidate Swan Brew-

ers. Bond Media said it was con-

tinuing negotiations with local

and overseas investors to

restructure its finances before

the end of March, when

A\$200m worth of convertible

preference shares held by Mr

Kerry Packer's Consolidated

Press Holdings are due to be

redeemed.

Bond Media owns the Chan-

nel Nine television network

and a chain of commercial

radio stations. Mr Bond bought

the assets from Mr Packer for

A\$1.05m in early 1987. In spite

of the flotation of Bond Media

that year and the network's

highly successful ratings, the

company's debt burden has

proved too heavy.

Last month Mr Packer

unveiled an audacious take-

over bid for Bond Media under

which his newly created group,

Television Corporation of Aus-

tralia, made a share swap offer

for Bond Media valuing the

company at just A\$53m, aiming

then to recapitalise it through

a A\$450m institutional place-

ment at home and abroad.

In the meantime, confusion

reigns over the Government's

precise position on foreign

ownership of Australian televi-

sion interests - an issue not

only for Bond Media and for

Mr Packer but for Channel

Seven, which is seeking further

equity after changing owner-

ship recently, and Channel

Seven, which is in the hands of

its parent, the Qantas group.

The current upper limit is 20

per cent, and while the govern-

ment said earlier this month

that it would stick by Labor

Party policy and not relax this

indications are growing that

changes are in train which will

spell out a higher limit for

overall foreign ownership and

an individual limit.

Arabian Oil profits soar

By Our Financial Staff

ARABIAN OIL, the biggest Japanese-owned oil producer, boosted pre-tax profits 165.4 per cent to Y2.55bn (\$43m) last year and expects further growth to Y2.72bn in 1990.

The company produces

heavy crudes in the neutral

zone between Saudi Arabia and

Kuwait, from a field discovered

30 years ago. While benefiting

last year from an upturn in oil

spot prices and increased

demand, it is fearful about a

trend to lighter crudes.

The governments of the two

adjacent Arab states each hold

10.3 per cent of the company,

which ships almost all its out-

put to Japan. The largest

domestic shareholder, with 7.1

per cent, is Tokyo Electric

Power, the utility which is also

a key customer.

Revenues almost doubled to

Y210bn from Y107bn as volume

sales rose to 275,000 barrels a

day from 172,000 b/d.

Gotthard Bank to increase dividend

Gotthard Bank, the Swiss

institution in which Sumitomo

Bank of Japan holds 52.6 per

cent, is to increase its dividend

to SF20 (S13.38) per share and

participation certificate from

SF15, writes John Wicks in

Zurich.

This follows the 17 per cent

rise in net profit

hands
385m
BondIndicates Swiss
Media said it was
negotiations with
seas investors
in its finance
of March, 1987.
shares held by
cker's Consolida
ings are due to
Media owns the
television broad
chain of companies.
Mr Bond was
from Mr Peter
in early 1987 in
tation of Bond
and the new
ccessful nature
s debt burden
heavy.The abolition of the
tax coincides with the scrapping
already announced, of fixed
bond commissions.The Amsterdam Stock
Exchange yesterday welcomed
the planned move.This will have the effect of
reducing the cost of investing in
securities. As such, it is in
the interest of Amsterdam as
an internationally competitive
financial centre and will be of
particular benefit to the investor
in the Netherlands," the
bond said.The scrapping of the bond
tax is one of a series of measures
introduced or planned by
the financial industry to
make Amsterdam more attractive
as a financial centre.The Amsterdam stock
exchange association expects
Amsterdam to be able to win
back a large part of the trade
volume it has lost to London
and this will improve market
liquidity for investors," the
bond said.It said the finance ministry
compensated for the loss of
revenue, generally estimated at
around £150m a year, by
scrapping an issue fee payable
to the securities trade on govern
ment bonds.Monaco bank
asks court to
appoint receiverINDUSTRIAL Bank of Monaco,
the small Monaco bank whose
problems forced the French
banking supervisory body to
intervene in its operations on
Monday, has applied to a court
to suspend business, Reuters
reports.An official at France's Bank
Commission said a Monte
Carlo court should put BIM
into receivership by today at
the latest. He said the temporary
administrator appointed
by the Commission to run the
bank had asked the court to
decree a notice of payments
default.Commission officials have
stressed that the BIM's trou
bles did not affect the stability
of the Monaco banking system.The Commission temporarily
closed the bank saying its
financial situation had seri
ously deteriorated because of
what it called adventurous
operations and the large sums
to be set against doubtful
loans on its books.The bank closure, the first
in 20 years in Monaco, was
ordered by the Commission
under a 1983 treaty giving the
French body supervisory powers
over the principality's banking system.JUDICIAL sources in Monaco,
confirming the legal action
started by the bank's temporary
management, said that once appointed, the official
receiver would take several
months to decide whether or
not to wind up the bank.Morgan to raise
Nivard stakeJ.P. MORGAN et Cie, the
French arm of the US banking
group, is to inject new capital
into Nivard Flormoy, the Paris
stockbroker it controls, taking
its stake to 90 per cent from 49
per cent, writes George Gra
ham in Paris.Morgan originally planned
to acquire Nivard Flormoy in
stages, with its stake due to
rise from 30 per cent to 49 per
cent and then to 60 per cent.
This was in line with rules
laid down by the Government
to enable the French stock
exchange to open up pro
gressively to outside capital.However, Morgan has dis
covered losses estimated at
£115m resulting from un
settled transactions and wants to
recapitalise the broker. It is
therefore proposing to acquire
all remaining minority share
holdings for a token payment,
except for 10 per cent held by
Jacques Nivard, executive
chairman of the broker.Amex starts trading
in Nikkei warrantsTHE AMERICAN Stock
Exchange started trading in
the latest of its range of
warrants on Japan's Nikkei stock
index yesterday when 6m put
warrants issued by Bankers
Trust were introduced, writes
Deborah Hargreaves.The Amex already trades
similar put warrants issued by
Deutsche and Salomon Bros.
The existing warrants use a
fixed exchange rate in deter
mining the settlement value
while the Bankers Trust issue
uses a floating yen/dollar rate.
The warrants expire on Janu
ary 16, 1993.

INTERNATIONAL CAPITAL MARKETS

Netherlands
to scrap tax
on bourse
turnoverNationwide Anglia issue
makes a difficult debut

By Deborah Hargreaves

THE Nationwide Anglia Building Society became the second UK building society to tap the sterling floating rate market yesterday — after Wednesday's deal by the Leeds Permanent — with an issue for £150m of bonds lead-managed by Credit Suisse First Boston. It was Nationwide's first market visit for two years.

However, the bond issue, which paid a coupon based on the three-month London interbank offered rate plus 1%, had a difficult market debut. For a start, CSFB found it hard to form a syndicate for a deal which many underwriters considered to be too expensive. Many market participants were shocked at a deal that they considered to be fixed at a "lunatic" level.

With a maturity set in February 1993, CSFB probably banked too heavily on investors paying a premium for a short-dated issue. But little demand materialised for a some good buying to trade at a

level of less 125 to 130.

The West German market saw the first Eurobond deal for Algeria's utility company Sonelgaz which issued DM150m of bonds to a less than enthusiastic reception. The deal was trading at less 2% bid late yesterday and attracted some French buying at a level of less 2%, but overall the bonds sold slowly. The bonds offer an attractive 10.23 per cent yield over the relevant government bond for the retail investor.

The Council of Europe's issue of Y25bn Eurobonds, managed by Daiwa, was trading well at less 1.55 to 1.45. In spite of its short first coupon, it was not targeted at the Japanese market and attracted a mix of European buyers.

Elsewhere yesterday, the popularity of the Eurobonds sector was underscored with the launch of a £125m deal for Exxon Capital which was managed jointly by Swiss Bank and Banco di Napoli. With a coupon of 12%, the issue attracted some good buying to trade at a

INTERNATIONAL
BONDS

saw good demand for currency floaters with short-dated maturities. The deal could experience some slow demand in coming months in spite of its ignominious launch.

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NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
STERLING						
Nationwide Anglia B.Soc.(d)♦	150	1%	100	1993	1 1/2 bp	CSFB
LINE	125m	12 1/2	101.30	1993	1 1/2	Banco di Napoli
D-MARKS						
Algeria(b)♦	150	8 1/2	100	1995	2 1/4	BHF-Bank
Z-Bank of Vienna(c)*♦	40	9 1/4	101	1993	1 1/4	Bank of Tokyo (Germany)
US DOLLARS						
Shikoku Ltd.♦	100	(2 1/2)	100	1994	2 1/2	Nomura Int.
Mitsubishi Bk Australia(d)♦	60	(d)	102	2000	2 1/4	Mitsubishi Finance Int.
YEN						
Council of Europe(b)♦	250m	7	101 1/2	1994	1 1/2	Daiwa Europe
Citcorp(b)♦	150m	7	101 1/2	1995	1 1/2	Daiwa Europe
Union Bank of Finland(b)♦	75m	7 1/2	101 1/2	1995	1 1/2	Sumitomo Trust Int.
Kreditbank Int. Fin.(e)♦	30m	7 1/2	101 1/2	1991	1 1/2	New Japan Secs.
SWISS FRANCS						
Credit Suisse France(b)♦	100	7 1/2	101	1995	n/a	Credit Suisse
Swiss Postbank(d)♦	70	4	100	1994	1 1/2	Norma Bank (Switz.)
Switkro Ltd.(e)♦	50	Zero	100	1994	1 1/2	Swiss Volksbank
FINNISH MARKKA						
Okobank Group(b)♦	1.8bn	13	100	1993/95	n/a	Okobank
Postbank(d)♦	400	13	100	1993	1 1/2	Postbank

♦ Private placement. ♦ With equity warrants. ♪ Convertible. ♪ Floating rate notes. a) 1% over 3-month Libor. Non-callable. b) Non-callable. c) Redemption linked to March 1993 London bond future contract. Non-callable. d) Coupon pays 30bp over 6-month Libor first 2 years, then 10 1/2% fixed. One call only Feb. 1992 at 100. e) Redemption linked to Nikkei stock index. Yield to put 3.320%. g) Yield to put 3.436%. h) Launched in two tranches: FM880m due 1993 and FM620m due 1995.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Closing prices on February 1

US DOLLAR STRAIGHTS	Issued	Bid	Offer	day	week	Yield	Change on	US DOLLAR STRAIGHTS	Issued	Bid	Offer	day	week	Yield	Change on
Austria 95.95	140	101 1/2	102 1/2	101 1/2	101 1/2	8.94		Canada 6 1/2 91	60	97 1/2	98 1/2	0	0	6.52	
B.F.F. 5 1/2 94	250	100 1/2	101 1/2	100 1/2	100 1/2	9.04		Denmark 6 1/2 91	60	96 1/2	97 1/2	0	0	6.42	
Brit. Tel. Fin. 91 98	250	100 1/2	101 1/2	101 1/2	101 1/2	9.21		Finland 9 1/2 93	60	92 1/2	93 1/2	0	0	6.24	
Canada 9 95	1000	101 1/2	101 1/2	101 1/2	101 1/2	8.75		E.I.B. 4 1/2 93	30	94 1/2	95 1/2	0	0	6.77	
C.M.C. 9 1/2 93	150	100 1/2	100 1/2	100 1/2	100 1/2	8.94		Ireland 5 1/2 93	30	94 1/2	94 1/2	0	0	7.07	
Credit National 6 1/2 93	200	98 1/2	98 1/2	98 1/2	98 1/2	8.83		Italy 5 1/2 93	30	92 1/2	92 1/2	0	0	6.87	
Credit National 7 1/2 92	100	97 1/2	97 1/2	97 1/2	97 1/2	8.76		World Bank 5 1/2 93	10	89 1/2	89 1/2	0	0	6.87	
Danish Kbn 95	150	100 1/2	101 1/2	101 1/2	101 1/2	9.06		World Bank 7 1/2 94	10	100 1/2	101 1/2	0	0	6.78	
Denmark 6 1/2 94	150	97 1/2	97 1/2	97 1/2	97 1/2	9.26		British Air. 10 1/2 93	150	95 1/2	95 1/2	0	0	6.52	
E.I.B. 8 1/2 95	150	95 1/2	96 1/2	96 1/2	96 1/2	9.25		Abbey Nat. 10 1/2 94 CS	150	95 1/2	95 1/2	0	0	6.52	
Euroflims 10 1/2 93	200	101 1/2	102 1/2	102 1/2	102 1/2	9.01		Anglo. 10 1/2 92 FL	150	95 1/2	95 1/2	0	0	6.00	
Finland 9 1/2 93	250	99 1/2	100 1/2	100 1/2	100 1/2	9.03		Anglo. 7 1/2 93 FL	150	91 1/2	91 1/2	0	0	6.09	
Fin. Eng. Cd. 8 1/2 92	200	99 1/2	100 1/2	100 1/2	100 1/2	8.88		Barings 10 1/2 93 AS	150	97 1/2	97 1/2	0	0	15.22	
IBM Credit Corp. 8 1/2 92	200	99 1/2	100 1/2	100 1/2	100 1/2	8.88		Belgian 6 1/2 93	150	92 1/2	92 1/2	0	0	14.47	
IBM Credit Corp. 9 1/2 92	250	100 1/2	101 1/2	101 1/2	101 1/2	9.04		Denmark 6 1/2 93	150	91 1/2	91 1/2	0	0	14.03	
IBM Credit Corp. 9 1/2 93	250	100 1/2	101 1/2	101 1/2	101 1/2	9.04		Deutsche Bk. 15 1/2 94 AS	150	92 1/2	92 1/2	0	0	13.34	
Gen. Elec. Cap. Corp. 9 1/2 93	500	100 1/2	101 1/2	101 1/2	101 1/2	8									

INTERNATIONAL CAPITAL MARKETS

Treasuries fall despite weak purchasing report

By Janet Bush in New York, Martin Dickson in London and George Graham in Paris

US TREASURY bonds slipped back by yesterday's mid-session in a reaction to Wednesday's sharp gains in spite of a report from US purchasing managers saying that the economy declined sharply in January for

GOVERNMENT BONDS

the ninth consecutive month. At mid-session, the Treasury's benchmark long bond was quoted 4/4 point lower for a yield of 8.46 per cent.

The national report from US purchasing managers said the rate of decline in economic activity in January was the greatest since December 1982. The managers' index fell sharply to 45.2 per cent from 46.7 per cent in December.

The weakness in the national report confirmed the softness in a report on Wednesday from purchasing managers in the Chicago area.

The national report said there was a sharp fall in new orders, that employment declined for the eleventh consecutive month and that the inventories index was the lowest since December 1986. Prices declined for the eighth consecutive month but the rate of decline was the lowest since May 1989.

One reason for the market's relatively weak tone was news of a 28,000 decline in initial claims for unemployment benefit, a weekly figure which is closely watched because it provides an early hint for the monthly employment release due today.

On Wednesday, the bond market rallied in spite of testimony on the previous day by Mr Alan Greenspan, Fed chairman, saying explicitly that he thought the chances of a recession were low.

The present dynamics of the market are clearly technical and yesterday's modest declines were attributed mostly to profit-taking after Wednesday's full-point rally at the long end of the yield curve.

WEST GERMAN Government bonds ended the day marginally higher than overnight levels after an early morning rally pattered out in later trad-

BENCHMARK GOVERNMENT BONDS

	Coupon	Ref. Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	10.000	4/93	94.15	+2.22	12.11	12.20	11.48
	10.500	5/93	95.30	-2.22	11.20	11.15	10.52
	9.000	10/93	98.11	-10.23	10.29	10.17	9.58
US TREASURY *	7.975	11/93	98.09	-2.32	8.44	8.33	7.93
	8.125	8/93	98.12	-0.32	8.48	8.38	7.98
	8.375	3/93	95.955	+1.00	8.30	8.40	5.68
JAPAN No 119	4.800	8/93	98.149	+0.22	8.57	8.51	5.72
	5.000	2/93	97.500	+0.20	8.39	8.31	5.56
	5.200	3/93	97.500	+0.20	8.30	8.28	5.02
GERMANY	7.125	12/93	98.2700	+0.07	7.68	7.72	7.46
	7.375	8/93	98.2700	+0.07	7.68	7.72	7.46
	7.625	3/93	98.2700	+0.07	7.68	7.72	7.46
FRANCE BTAN	8.000	10/93	91.4968	-0.03	10.35	10.28	10.21
	8.125	5/93	91.5000	-0.03	9.98	9.98	9.50
	8.250	12/93	95.4000	+0.20	9.39	9.31	9.56
NETHERLANDS	7.500	11/93	94.7200	+0.02	8.30	8.28	8.02
	7.625	7/93	95.8000	-0.15	12.79	12.75	12.92
	7.750	12/93	95.8000	-0.15	12.79	12.75	12.92

London closing, *denotes New York morning session

Prices: US, UK in 32nds, others in decimal

Yields: Local market standard

Technical Data/ATLAS Price Source

ing.

European trooper cut proposals and a strengthening D-Mark against the dollar, propelled prices higher from the opening. But there was no follow-through, with volume in the cash market very thin and investors preoccupied by today's new federal government issue. A weakening of US Treasuries at New York's opening also undermined sentiment.

The most recent federal 7% January 2000 bond was fixed at 97.07, up 25 pennies from the previous day's fix and about 10 higher than overnight. The yield fell to 7.68 per cent from 7.72 per cent. In late trading the bond was quoted around 7.72 per cent for a yield of 7.84 per cent.

UK GILTS closed little changed after a day of flat, featureless trading and light volume. In the absence of any powerful domestic influences, the market took its lead from international developments and opened up to 4% higher thanks to the overnight rise in US Treasuries but then fell back on profit-taking. The benchmark 11% Treasury stock due 2003/07 was quoted at the close at around 105%, up 4% for a yield of 10.82.

THE FRENCH Government yesterday sold FFr1.8bn of bonds at its regular monthly auction, in a slightly strengthening market. The auction mostly focused on the 10-year fixed rate bond OAT 8.5 per cent 2000, currently the principal

paltapstock in the French Treasury's armoury.

The Treasury accepted bids for FFr1.70bn out of a total of FFr1.45bn bid for, at a cut-off price of 92.88.

This gives a weighted-average yield of 9.63 per cent, 7 basis points higher than at last month's auction, but lower than in recent secondary market trading.

A further FFr1.8bn was sold of the OAT 8.5 per cent 2019, the longest bond sold by the French Government. The cut-off price of 89.15 gives an average yield of 9.60 per cent, 51 basis points higher than when it was last auctioned in December.

The floating rate OAT TME 2001 attracted a total of FFr1.55bn of bids, of which the Treasury served FFr1.55bn at a cut-off price of 94.4. This gives a margin of 9 basis points above the average yield of government long bonds, on which it is indexed.

The auction dominated the day's trading and the market closed little changed. At the close the benchmark OAT 8% due 1998 was quoted at a yield of 9.66, virtually the same as overnight, while the yield spread against the German market was unchanged at around 195 basis points.

THE DUTCH market tracked Germany, overshadowed by today's new bond issue. Prices shed much of the early gains on short covering and by the close were an average of 10 cents higher.

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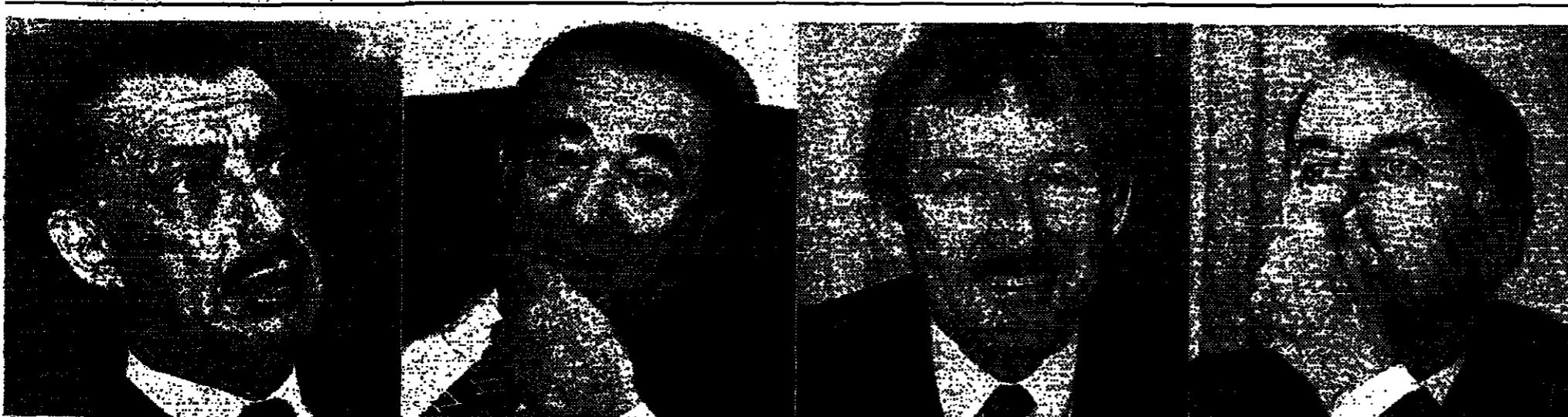
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The Dutch market tracked Germany, overshadowed by today's new bond

UK COMPANY NEWS



Four of the major, and often at odds, players in the Guinness Peat Group break-up drama: Lord Kissin (left), Robert Maxwell, Sir Ron Brierley, and Alastair Morton (right)

The selling of the rind of the rump of the jinx

David Lascelles on the final break-up of the Guinness Peat Group with Ron Brierley's offer for GPG

WHEN SIR Ron Brierley's ISP announced its offer for Guinness Peat Group yesterday, the City of London was treated to the rare sight of a target company's shares actually falling on news of a bid.

The shares shed up to 15p, below their nominal value of 20p.

It was a fitting anti-climax to one of the sorrier and more enduring tales of woe in the UK financial sector.

But though this prompted many people to dismiss GPG as a "jinxed company" best abandoned to its fate, the saga has stirred issues about shareholders' rights.

GPG is all that remains of the Guinness Peat Group which, in the early 1980s, had ambitions to become a widely diversified financial services company with interests spanning the Atlantic.

Equitycorp proceeded to split GPG in two by hiving off Guinness Mahon, its merchant

becomes co-chairman of Eurobank, it included merchant banking, stockbroking, fund management, insurance, property and consulting services, and even launched a cheeky bid for Britannia Arrow, one of the UK's largest unit trust funds.

But GPG was constantly racked by internal strife, mainly because of incompatibility between the abrasive Mr Morton, and the dogged Lord Kissin, the company's founder who still owned a sizeable stake.

The jinx tightened its grip in 1987 when Equitycorp, the fast-moving New Zealand conglomerate led by Mr Alan Hawkins, made a successful bid for 61 per cent of GPG, prompting the departure of Mr Morton, and the entry of Mr Robert Maxwell, the publisher, with a 15 per cent shareholding.

Equitycorp proceeded to split GPG in two by hiving off Guinness Mahon, its merchant

banking arm. But any further plans Equitycorp may have had were brought to an abrupt halt in early 1988 when it was overwhelmed by its own problems and forced into voluntary liquidation, amid allegations that it had tried to prop up GPG's share price by buying stock through a subsidiary.

Equitycorp's 61 per cent stake in GPG and Guinness Mahon passed into the hands of its bank creditors who were owed £100m, and set about trying to sell the stake to recoup their losses. The Guinness Mahon interest proved relatively easy to dispose of: it was bought last summer for £25m by Bank of Yokohama.

However, the remaining 39 per cent of GPG was more problematic.

It consisted of Fenchurch, the insurance brokers; Forstmann-Leff, a US fund management firm; GM Capital Corporation, a US property company;

a revolt, but the plans were voted through, mainly because the bank creditors, with 61 per cent, were keen to get GPG into a more saleable shape.

Furthermore, the management of the subsidiaries were in a strong position because they were entitled to sever their contracts and claim large compensation if they did not get their way.

"The prices were insane", was the comment yesterday from a merchant banker who had been close to the negotiations.

But the sales have now enabled GPG to attract a buyer for what is left - two operations in the US and a £14m cash pile from the divestments - so in that sense they achieved their purpose.

However because GPG was never more than a residue of a company in a state of constant upheaval, with its affairs dominated by bank creditors, it was never clear who was actually

looking after the shareholders' interests.

Uncharacteristically, the quiescent shareholders included Mr Maxwell who appears to have been advised that this was one skirmish he could wisely avoid. But it was a costly experience. GPG's shares, which hit a high of 91p in 1987 with the Equitycorp bid, and traded at 50p after the split, hit a low of 15p late last year before recovering to 23p on recent rumours of a deal.

Ironically, the non-banking shareholders may now decide that it is in their best interests to hold on to their shares.

The bid price of 17p is barely above GPG's net asset value of 14.3p per share, and a re-invigorated management may be able to redeploy the cash pile to better advantage. But it will now be up to Sir Ron to prove that he can lay the GPG jinx to rest once and for all.

Buildings and equipment costs hold Domino to £4.71m

By Clare Pearson

COSTS OF new buildings and equipment resulted in Domino Printing Sciences, the ink jet printing specialist, reporting pre-tax profits £404,000 lower at £4.71m in the year to October 31.

This was after interest payable of £229,000, against last time's receivable figure of £257,000. In addition, some £340,000 of interest charges were capitalised.

Domino spent £7.6m on facilities during the year, moving to a single site from five locations in Cambridge. It also commenced a redundancy programme which gave rise to an £83,000 exceptional debit.

There was a £1.15m extraordinary

gain relating to the sale of the old main plant. More recent sales of buildings are expected to reduce borrowings sharply from the year-end level of £2.2m.

Turnover rose to £37.98m (£22.83m). Operating profits were marginally ahead at £4.73m (4.68m).

Gross profit of £16.31m (£15.63m) showed some growth after absorbing a 44 per cent increase in technical service support costs and a 20 per cent rise in research and development.

The US operation continued its recovery, the company said. By geographical area, sales were split £7.72m (£6.3m) for the UK, £14.79m (£13.86m) for the rest of Europe, £10.94m

(9.56m) for the US and Canada, and £3.57m (£2.57m) for the rest of the world. A discontinued business in mailroom equipment accounted for the balance.

Earnings per share were 17.23p (17.96p). The final dividend is increased to 2.5p, say 4p (3.6p) for the year.

Gross profit of £16.31m (£15.63m) showed some growth after absorbing a 44 per cent increase in technical service support costs and a 20 per cent rise in research and development.

It reported that sales in the first quarter of the current year were showing 20 per cent growth on last year.

NEWS DIGEST

for an increased contribution, and the expansion in pawnbroking continued with the opening of two more branches.

Meggitt sells two offshoots for £2m

Meggitt, the specialist engineering group, has disposed of Bestobell Distribution and Radial.

Bestobell, which distributes industrial and engineering products, has been sold for £1.7m to Freeman Group, the building industry supplier and contractor.

Radial, which sub-contracts to the engineering industry, has been acquired for £280,000 by Acourt, a privately-owned engineering company.

Meggitt said the disposals, close to asset value, would enable the management of Meggitt's energy division to concentrate on its main activities.

Rentokil expands further in US

Rentokil has further expanded its international tropical plant hire activities through its second US acquisition in less than two months.

The business of Botanicus

Interior Landscaping of Kansas City has been added to Branching Out of Houston, Texas, acquired six weeks ago for \$1m. Together with Tropical Plants, acquired in October 1988, this brings Rentokil's investment so far to more than 70 per cent of Gauntlett Finance, which means consolidating a higher level of borrowing.

Rentokil was making good progress, but in line with the stated intention of reducing the holding when a certain level of profitability had been obtained, the whole or part of the interest would be sold by the financial year-end.

Mr Rupert Galliers-Pratt, chairman, said interest charges rose from \$197,000 to \$162m, reflecting the rise in UK rates and the acquisition last May of 70 per cent of Gauntlett Finance, which meant consolidating a higher level of borrowing.

Gauntlett was making good progress, but in line with the stated intention of reducing the holding when a certain level of profitability had been obtained, the whole or part of the interest would be sold by the financial year-end.

Mr Galliers-Pratt said all other divisions continued their good progress. Harvey & Thompson Trade Finance exceeded its budget and the Lewis Group again increased market share.

The hire purchase and leasing joint venture was on target

business for £5.6m in October and the proceeds are earmarked for two more branches.

24% take-up in Wharfedale rights

Wharfedale, the loudspeaker company whose management last month took control of Audio Fidelity, the consumer electronics group, announced that 23.84 per cent of its rights issue had been taken up by existing shareholders.

The issue has been fully underwritten by York Trust, the USM-quoted financial services company, which, together with Wharfedale's management, will now end up with control of about 70 per cent of the enlarged share capital.

Mountleigh chiefs switch holdings

Mr Nelson Peitz and Mr Peter May, the US entrepreneurs who took effective control of Mountleigh, the property group, when they acquired 22.5 per cent of the ordinary shares, have switched their holdings into companies which they individually own, respectively NPII and PWML.

Mr Peitz remains interested

in 15 per cent of the Mountleigh ordinary capital and Mr May in 7.5 per cent. They also retain holdings of convertible preference shares - 3.8 per cent in the case of Mr Peitz and 1.9 per cent in the case of Mr May.

Churchbury Estates advances to £3.8m

Taxable profits of Churchbury Estates, a wholly-owned subsidiary of Greycourt, the property investor and developer, rose from £2.67m to £3.8m for the six months ended September 30 1989.

Gross rental income totalled £4.36m (£3.83m) and earnings amounted to 26.23p (15.63p).

UPL declines to losses of £330,000

UPL Group, an importer, distributor and manufacturer of food products, swung from profits of £158,000 to losses of £330,000 pre-tax for the six months to end-July 1989.

Losses per 10p share emerged at 6.55p (earnings 2.71p) and the interim dividend is omitted - shareholders received 1p previously.

Turnover declined to £6.60m (£7.21m). The directors said this was due to a number of factors including a company closure and, to some extent, the lysteria scare in late spring which affected sales of pates and related products.

Losses were expected to continue in the second six months. For the 1989-90 year as a whole the Third Market company experienced a fall in pre-tax profits from £404,000 to £332,000.

Bradford and currently in receivership, Shipley has a turnover of some £1m.

HOLDERS TECHNOLOGY has bought the electronics division of Dutch company Heesens-ICA. The purchase price of £125,000 will be satisfied by the issue of 119,048 ordinary shares.

MUSKIN GROUP has acquired Nirvana Roofing and Insulation, following an agreement with G. Browne and D. Haddon (Financial Services) for a total of £247,000. Consideration will be £182,000 cash and the allotment of ordinary shares to a value of £135,000. A deferred consideration of up to £30,000 in shares is profit-related.

EDWARDIAN HOTELS is to purchase The Marlborough Hotel from Bass. Completion is expected by the end of February.

HARDING GROUP has paid £67,000 cash for Shipley Electrical Distributors, based in Bradford and currently in receivership. Shipley has a turnover of some £1m.

BRITISH FITTINGS has acquired Bownard (Fareham) for £300,000. Consideration to be satisfied by the issue of

ZANDPAN GOLD MINING COMPANY LIMITED

An AngloGold Group Company
Reg. No. 550241/008
(Incorporated in the Republic of South Africa)



Interim Report for the Half-Year Ended 31 December 1989

The unaudited financial results of the company for the above period are as follows:

	Half-year ended 31 December 1989 R'000	Year ended 30 June 1988 R'000
Turnover	14 552	17 802
Income from fixed investment	14 334	17 630
Dividends	218	104
Interest received	—	68
Share dealing profit	—	205
Expenditure	14 552	17 802
398	345	711
Profit	14 154	17 456
		39 429
Earnings per share	10.9 cents	13.4 cents
		30.3 cents

No taxation is payable as the company has an assessed loss for tax purposes.

DIVIDENDS PAID OR DECLARED DURING THE HALF-YEAR

Final ordinary dividend No.34 of 17.0 cents per share amounting to R22 134 000 for the year ended 30 June 1989 (1988: 15.0 cents per share, amounting to R19 830 000) was declared on June 1989 and paid on 4 August 1989.

Interim ordinary dividend No.35 of 10.5 cents per share amounting to R15 671 000 for the half-year ended 31 December 1989 (1988: 13.0 cents per share, amounting to R17 317 000) was declared on December 1989 and is payable on or about 8 February 1990.

INVESTMENTS

The Market value of the company's holding of 22 000 shares in Hartbeespoort Gold Mining Company Limited was R720 500 000 at 31 December 1989 (R519 200 000) compared with a book value of R20 800 000 (1988: R20 900 000).

The market value of the company's other listed shares at 31 December 1989 was R2 342 000 (1988: R2 079 000) and their book value was R206 000 (1988: R156 000).

The number of shares in issue at 31 December 1989 amounted to 130 202 650 with a net asset value of 55.9 cents per share.

For and on behalf of the Board

D.J. Crowe, Chairman
R.A.D. Wilson
Directors
5, boulevard de la Foire - Luxembourg
R.C. Luxembourg B27223

Notice of Annual General Meeting

NOTICE is hereby given that the Annual General Meeting of the shareholders of FIDELITY GLOBAL SELECTION FUND, a Société d'Investissement à Capital Variable organized under the laws of the Grand Duchy of Luxembourg (the "Fund"), will be held at the registered office of the Fund, 5, boulevard de la Foire, Luxembourg, at 11 a.m. on February 22, 1990, specifically, but without limitation, for the following purposes:

1. Presentation of the Report of the Board of Directors;

2. Presentation of the Report of the Auditor;

3. Approval of the balance sheet and income statement for the fiscal year ended October 31, 1989;

4. Discharge of the Board of Directors

Shares fall by 28p as defence sector grows increasingly jittery FR Group warns of £3m shortfall

By David Owen

THE DEFENCE sector was yesterday hit by more adverse news when FR Group, which makes specialised equipment for aircraft and the electronics and energy industries, revealed that profits for the year to December 31 1989 would be significantly lower than previously forecast.

The company's shares fell sharply on the news, closing 28p down at 149p.

The Dorking-based group said that its profits were "likely to approximate to those of 1988", when a pre-tax figure of £22.4m was recorded.

The shortfall amounts to some £3m based on previous city projections of up to £25.3m.

The company blamed the downturn on revised completion cost estimates on major development projects and delivery difficulties.

FR's problems come in the wake of the alleged serious fraud at Ferranti and amid

fears of general cut backs in military spending which have generated concern about the industry's prospects.

The announcement raises the spectre of a second consecutive year of essentially flat profits growth after the 30 per cent plus rate of progress achieved earlier in the decade.

For the six months to June 30, FR reported a 24 per cent advance in pre-tax profits to £11.5m on turnover ahead 13 per cent to £73.4m.

Both of the problems revealed yesterday relate to FR's Flight Refuelling division, the group's largest unit accounting for about one-third of turnover.

The re-assessed development project believed to account for about £2m of the profit shortfall is the Phoenix remotely piloted air vehicle, which is produced under sub-contract to GEC Marconi.

The company said it did not expect the revisions to affect

GEC Completion is planned for mid-1990.

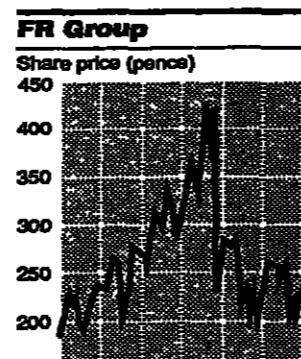
The delivery shortfalls related to aerospace fuel systems components and multi-role towed targets - the latter under production for the Ministry of Defence. These are thought to have reduced anticipated profits by about £1m.

In this case, the problems, delays were caused by factors outside the company's control. The majority of the deliveries in question have now been made.

In spite of yesterday's setback, FR remains optimistic on longer-term prospects, regarding this latest setback as "a disappointment not a catastrophe".

The group leavened the gloom by announcing that it has won a £40m-plus contract from British Aerospace to refurbish and convert 12 RAF VC10s.

The award arises from BAe winning a £100m-plus MoD



contract to convert VC10 and Super VC10 aircraft into flight refuelling tankers for the RAF.

The work is to be executed by Flight Refuelling at Wimborne and FR Aviation at Bournemouth International Airport. The value of the contract will extend over four years.

Time to march into Soviet joint venture

By John Thornhill

THE MARCH of time in the Soviet Union has led to the formation of a joint venture between a Soviet trade ministry and a UK company to develop the country's watch industry.

Time Products, the London-based watch distribution group, announced yesterday that it had formed a joint venture to develop six watch manufacturers, controlled by MGO Chasprom, the Soviet trade ministry responsible for technological products. Chasprom employs about 100,000 people and produces 70m watches a year.

Time will supply and install new machinery in Chasprom's factories and will provide technical, design and marketing expertise. The initial investment will be in the low millions of pounds and will be gradually increased depending on the success of the operation.

Time believes there is great demand for Western-style watches in the Comecon countries and in other international markets.

"The risk is very limited; the reward is enormous," said Mr Marcus Margulies, Time's managing director.

The two parties will each own half of the joint venture and Time will be able to receive profits in hard currency through selling watches in international markets.

Mr Margulies said Time had first started buying watches from the Soviet Union 27 years ago and was familiar with doing business there. It currently buys 1.5m Soviet watches a year and sells them under the Sekonda brand name.

The joint venture agreement was signed earlier this week in Moscow by Mr Margulies and Mr Noel Lukyanov, director general of Chasprom. Time will place the first orders for new plant in the next few months.

Interset buy hits results at West Industries

By Andrew Bolger

AEROSPACE Engineering, the precision engineer, yesterday blamed delays in the introduction of technical changes by aero-engine manufacturers for a drop in pre-tax profits from £1.32m to £1.1m in the six months to October 31.

Mr Quinton Hazel, chairman, said: "These delays, leading to the late placement of tooling orders, have regrettably affected the results as predicted. Our high level of firm orders in this sector, following

Budgens parts ways with its managing director

By Maggie Urry

MR TONY BIRCH, managing director of Budgens, the food retail group, resigned on Wednesday. It was announced yesterday.

The group's shares were unchanged at 101p on the day.

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Delays in technical changes blamed for decline at Aerospace Engineering

By Andrew Bolger

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Mr Quinton Hazel, chairman, said: "These delays, leading to the late placement of tooling orders, have regrettably affected the results as predicted. Our high level of firm orders in this sector, following

the dip, augurs well for a strengthening of performance from now on."

Aerospace said that the strike in the engineering industry for a shorter working week had affected some of its major customers and that, coupled with the delays in engine tooling, would constrain an enhanced performance at the year end.

Mr Hazel said: "All other operations within the company have performed encouragingly and to budget during the half

year, with excellent prospects for growth in 1990-91 emerging on a progressive basis."

Turnover increased from £10.2m to £13.3m but earnings per share fell by 27 per cent to 2.15p (2.95p) and the interim dividend is lifted to 1.56p (1.41p).

Aerospace said its £1.6m acquisition in November of Wynn Electronics, a maker of printed circuit boards, was an important step in the expansion of its electronics division.

Budgens plans to sell 50 of its 145 shops which are considered too small for its trading format, which ideally requires shops of between 10,000 and 11,000 sq ft. If it wants to expand to 250 or 300 stores in its existing catchment area, A new distribution centre is being opened in the summer.

With the arrival of Mr Derek Pretty as finance director in December and the sale of the remaining manufacturing interests in November, Mr Fletcher said he could concentrate on running Budgens and Mr Birch might not be replaced for a while.

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Mr Fletcher, who would have left if the Low bid had gone through, says that he is fully committed to running Bud-

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Next sets up European credit information joint venture

By John Thornhill

NEXT, the fashion retailer and mail order company, has set up a joint venture with a US company to provide a range of information services throughout Europe.

The US partner is the Atlanta-based Equifax, a big supplier of information for consumer financial transactions in North America.

The venture, to be called Wescot Decision Systems, will provide consumer credit reporting, credit scoring and modelling, and marketing and insurance information services, and will incorporate Next's existing interests in this field.

Wescot currently has a data base covering 25m households and 44m consumers.

TECHNOLOGY

Della Bradshaw reports on pressure to bring banks into the electronic ordering and payment cycle

The missing link in an invisible chain of cash

There was a time when ordering equipment from a supplier could only be done by typing out an order form, sealing it in an envelope and trusting it to the postal system.

But over the past 10 years these procedures have been ousted in many corporations by electronic trading: order forms and invoices with backwards and forwards over phone lines between companies' computers.

However, these electronic data interchange (EDI) services omit one important element. While the "paperwork" takes just seconds to zip around the world - even around the world - paying the resulting bills is still a question of chequebook, pen and the postal system.

Concerned at this weakness in the chain, companies are putting pressure on banks to introduce electronic payment services.

Although this would mean cash being taken from companies' accounts more quickly, they seem to be convinced of its advantages, according to a Midland Bank survey of 3,000 corporate customers. The respondents identified cheaper processing of payments, better cash management and closer links with trading partners as potential bonuses.

But bringing payment into the electronic cycle poses an enormous challenge for the banks. "Many are sitting on their hands not knowing how or where to move," says Jerry Downing, principal consultant at Langton, the EDI consultancy. "There are major commercial risks in going in at the wrong time and in the wrong way. If they get it right, by the end of the current decade commercial banking will be based on electronic networks."

Ostensibly, the task appears relatively easy. The banks have vast experience of transferring financial information electronically. There is the bankers' automated clearing service (Bacs), operated by Britain's clearing banks; and Swift (society for worldwide inter-bank financial telecommunications), which transmits data internationally.

But with EDI it is not just a question of money: electronic documents

tion has to accompany the payments. When a sum is paid into a corporate bank account, the corporate finance department needs a remittance advice in order to balance the books.

The documentation problem is central, says Peter Garlick, manager for banking at the Peugeot Talbot Motor Company (PTMC), in Coventry. Many banks, he says, are dubious about taking on the extra burden.

PTMC is conducting a trial in bringing payments into the EDI cycle with one of its suppliers, Rits, part of the Lucas group, and Barclays Bank. As the money is lodged in Rits' bank account when payments are made by PTMC via Barclays Bank, the remittance advice is sent on electronically to Rits.

But proving that electronic payment can be done on this scale is of little comfort to the big banks. The trial is inevitably too small to emulate the labyrinthine network of banking mainframes needed for a national payment service.

And in any widespread commercial implementation the payment would usually have to take an extra bank hop, as the odds are stacked against the supplier and customer using the same bank.

For the banks, there are two network problems: how to transfer the information between themselves, and how to get it in and out of the banking network.

In the first case, various solutions are being considered, says Bernie Hunt, head of EDI services for the card and electronic products division at Midland Bank and chairwoman of

the banking interest section of the UK's EDI Association.

• The Bacs network could be used for the payment, with the accompanying documentation taking a different electronic route.

• A completely separate data network could be set up to handle the payments and the "paperwork."

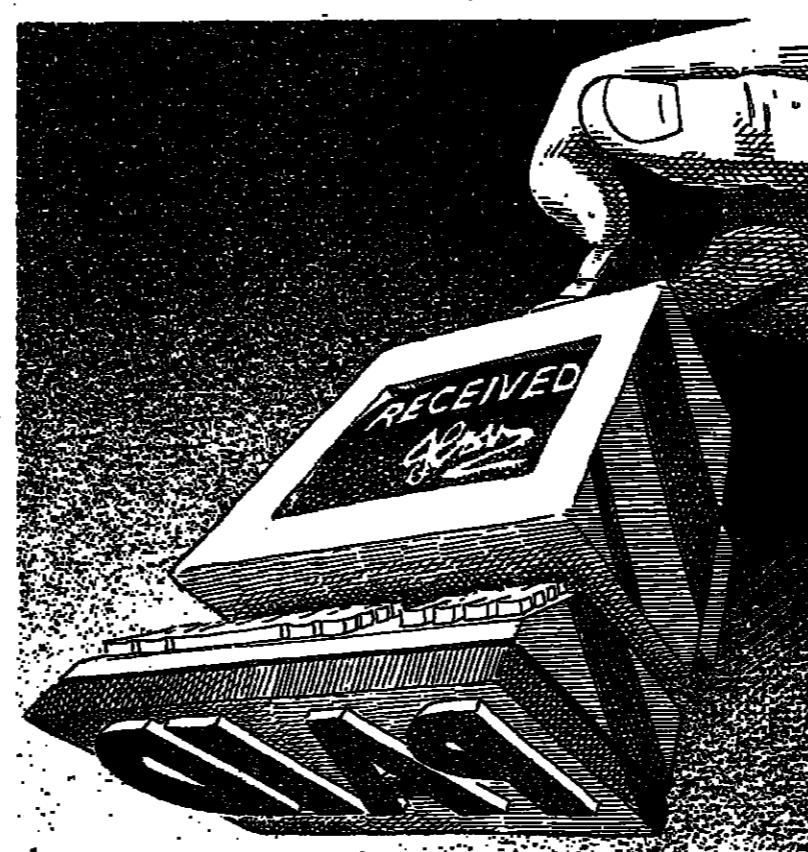
• Bacs could be extended to handle the documentation as well as the payments.

In the second case, many are waiting for international standards to be agreed. (The first stage should be completed next month.)

Banks in the UK are likely to take the EDI plunge before their European and US counterparts, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York.

Midland Bank already has its own third party network, while National Westminster Bank has opted to do a deal with International Network Services (INS). Under the deal, which NatWest plans to extend to involve other network suppliers - such as IBM or Iritel - corporate customers will be able to pay their bills electronically from the autumn.

NatWest's plan is for payment information emanating from the corporate customer to travel over a direct telephone link or a third party network to the NatWest computer system. The payment will then be made into the beneficiary's account using the Bacs network in the UK and Swift for international payments. The accompanying remittance advice will



be stripped out and sent to the beneficiary's computer system over the third party network.

"We see it as more than just a payment system," says Jerry Whitmarsh, senior manager of strategy and research in the automated business services division. "We're doing more than sending cash from A to B. We're trying to solve a particular business problem."

In the PTMC trial the telephone lines between the three parties use the public packet switched data network. But would this, or traditional

third party networks, be secure against misappropriation of funds or "spying" by competitors?

Banks are considering encryption to solve this problem.

But the issue of responsibility for the data remains. If a fault creeps into the transaction when it is travelling across a third party network and through more than one banking computer, who should accept liability? As Hunt puts it: "Is the FT prepared to take responsibility for an article in The Independent?"

whole of its clothing and homeware businesses to use EDI. The company takes a paternalistic view and has developed a software package which allows suppliers to participate in EDI at a relatively low cost. But if they want to sell their knitwear or towels to other retail chains using EDI, they have to install a different system.

The difficulties are not all

one way. Larger companies complain about what they refer to as the "80/20 rule" - 80 per cent of the documentation comes from 20 per cent of their suppliers.

Underground trains controlled by electronic elastic

London Underground is planning to invest £200m in a new type of signalling system, which has been developed in Canada and France, but is not yet in use in the UK.

The signalling is part of a proposed £700m investment programme for the Northern Line which would increase its passenger capacity by between 20 and 30 per cent by 1998.

London Underground has been investigating new signalling technology, including a transmission-based system which uses computers to keep a constant check on the position and speed of every train.

This is likely to be at the core of the proposals for the modernisation of the Northern Line. It will mark the abandonment, on that line at least, of the principle of signalling on discrete track sections, entailing electro-mechanical signals along every 700 to 800 metres of track.

A relay is energised when there is no train on the line, giving a current to the green light. When a train is on the line, the relay becomes de-energised and a yellow or red signal lights up. Trains are permitted to go at different maximum speeds on different parts of the track.

The system has an electro-mechanical fail-safe device. This is a small arm, opposite a signal, which is raised when a signal goes to red for danger. Any train which attempts to pass through the red signal will be stopped automatically when the track-side arm hits a corresponding lever at the side of the front carriage. This operates a trip valve on the train which applies the brakes.

The driver has to get down from his cab to reset the arm. The train can restart, but is prevented from travelling at anything other than a slow speed until it has passed the next two clear signals.

This system works well enough, but the 115-kilometre Northern Line is festooned with old fashioned electro-mechanical relays and arms.

Maintenance costs are high

and so is the expense of an ageing fleet. Three-quarters of the line's trains are more than 30 years old and £200m is to be spent on replacements.

The need to improve capacity and service regularity without building more lines has prompted the new approach to signalling. In addition, the new system would give London Underground greater control over its trains.

Transmission-based signalling is designed to improve efficiency by running trains at optimum speeds and by reducing the gap between them from one every three minutes to one every 90 seconds. The trains could be operated automatically, but London Underground will retain drivers.

The system uses a transmitting serial loop by the track for passing digital information between a track-side computer and the train.

A microprocessor on each train knows its position by keeping count of the wheel revolutions, and sends this information to the track-side computer. This computer, which contains continually updated information about the track, sends messages back to the train, such as the maximum safe distance between it and the next one. The microprocessor then determines the speed of the train.

The track-side and train computers communicate about once every second in a continual monitoring process, "almost as if the trains are on elastic," London Underground says.

SEL of Canada, has installed a transmission-based system called Seltrac at Vancouver, on the Skytrain used for the 1986 World Expo exhibition, and at Scarborough, Toronto, as part of a light rapid transport system. The Anglo-French company GEC-Alsthom also has a transmission-based system, known as Sacem, which is in use on the Paris Metro.

An alternative technique called track circuit signalling is being considered for London's Central Line. This passes a signal through the track to set the train's speed for the next section. The train is automated and has a record of the length and position of each of the track sections.

A version of this system, the Westinghouse FS2500, is used in Singapore.

Lynton McLain

Small company nightmare follows paperless format

Electronic data interchange (EDI) has been heralded as the only way to send business "paperwork" in the 1990s. But for many a smaller company, the thought of it is nothing short of a nightmare.

The push for the introduction of EDI inevitably comes from the big trading companies, which result when direct electronic data transfer replaces the re-keying of information also benefits in their own data processing departments. For them the financial benefits are manifold. For instance, because ordering is almost instantaneous, they can order

later in the production or retail cycle and so reduce stock. Manufacturers can also in their parts or product ordering with just-in-time manufacturing techniques.

The increased accuracy which results when direct electronic data transfer replaces the re-keying of information also benefits the purchaser rather than the supplier, says Gary Gershon, senior manager for high technology at KPMG Peat Marwick, in New York.

"The cost of any inaccuracy

falls more heavily on the purchaser, because it results in them not having the stock they need to complete a job," he says.

The problems for smaller companies include: How do they get started? What technical know-how do they need? How should they maintain the system? says Jerry Downing, the EDI consultancy.

EDI can be costly. If a small company is "persuaded" by one of its biggest customers to conduct dealings electronically, it will have to adopt the same standard message formats for the invoices or order forms. In the UK, for example, there are two main formats, Tradenet messages, used by International Network Ser-

vices (INS), and the Edifact ones, adopted by rival Iritel.

What then happens if a second large customer also requires the supplier to use EDI, but employs a different messaging format? At best, "gateways" could be set up between the two networks, a relatively technical and expensive task. At worst, the small supplier has to buy extra hardware and software.

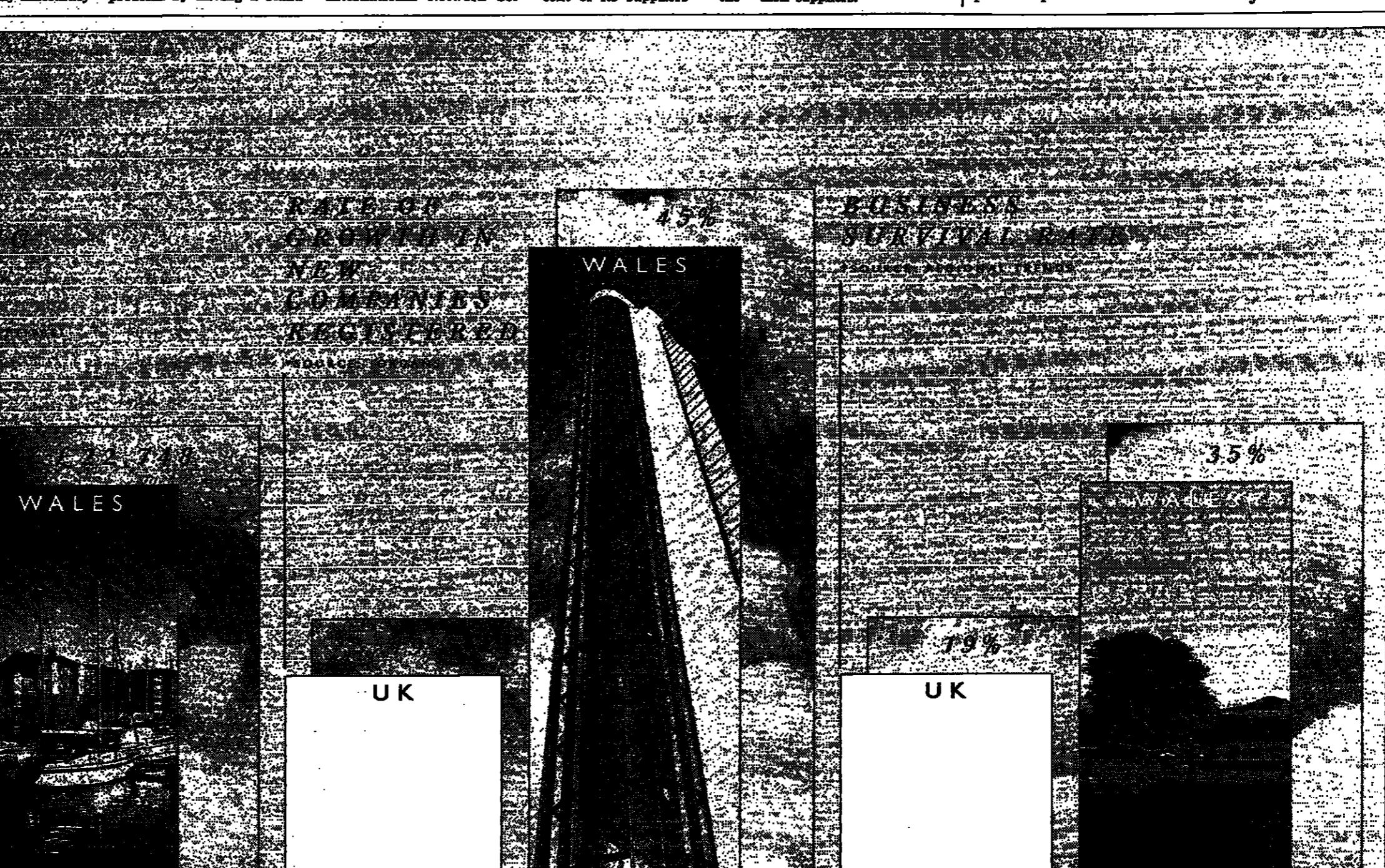
Marks and Spencer, the UK

retail chain, requires 60 per cent of its suppliers - the

whole of its clothing and homeware businesses to use EDI. The company takes a paternalistic view and has developed a software package which allows suppliers to participate in EDI at a relatively low cost. But if they want to sell their knitwear or towels to other retail chains using EDI, they have to install a different system.

The difficulties are not all

one way. Larger companies complain about what they refer to as the "80/20 rule" - 80 per cent of the documentation comes from 20 per cent of their suppliers.



Change your view of Wales. Take a closer look at the economic scene and compare it with the UK as a whole.

Take for example, the growth rate of new business formations, and equally as crucial, their survival rate. Then take another key area, productivity of manufacturing industry. Together they are major factors in creating economic growth.

In these and an increasing number of other

important indicators, it may surprise you to see Wales beginning to overtake the rest of the UK.

But if it comes as something of a surprise, it is no coincidence. The WDA's strategy is to stimulate self-generated economic activity resulting in growing levels of indigenous and inward investment.

This in turn is creating a land of great potential that has already been recognised by

blue chip companies such as Ford, Matsushita, NPI, Bosch and Sony.

If

this all sounds like the place where you are most likely to succeed, it is.

So if your company is expanding its horizons, talk to the people behind the scene.

Contact Anna Prokic on (0222) 222666, or write to: The Welsh Development Agency, Pearl House, Greyfriars Rd, Cardiff CF1 3XX.

WDA

WE MEAN BUSINESS IN WALES

COMMODITIES AND AGRICULTURE

Cocoa price 'may stage slow recovery'

By David Blackwell

THE COCOA market, currently close to 14-year lows, stands a reasonable chance of moving towards a slow recovery by the middle of the year, according to the latest cocoa market report from Gilm and Durfee, the London trading house.

Gilm has revised downwards its estimate of the 1989/90 surplus to 205,000 tonnes from the forecast of 230,000 tonnes made last October. Last week the International Cocoa Organization reduced its forecast for the surplus to 182,000 tonnes from 203,000 tonnes.

World production is likely to be about the same as last year, according to Gilm, at 2.44m tonnes; such an outcome would be the first time in six years that production would not have increased. Forecasts have been revised downwards for Nigeria and Ghana but increased for Brazil.

At the same time grindings continue to rise strongly. The report estimates a rise of 5 per cent in 2.22m tonnes for 1990, with increased figures for Brazil and South-east Asia.

Nevertheless, by September this year world stocks will amount to over 1.3m tonnes, equivalent to seven months' supply, so there is no good reason to expect a sharp market turning point. In addition, many consumers "have extended their cover substantially over the last month or two and are therefore well protected against unforeseen disruptions to supply."

These two factors will hinder any short-term price rise, although the consumers' cover "is itself an indication that the downside risk is also quite small."

Short-term prices could be lifted by technical tightness in the March terminal market positions, which could be reinforced by option holders exercising their right to buy. On the other hand, the Ivory Coast, the world's biggest producer, still needs to market 200,000 tonnes of current crop cocoa, and a burst of selling could hit prices. The cut in Ivory Coast producer prices did not appear to have had a marked effect on the harvest, Gilm says, although applications of chemical inputs, notably pesticides and fungicides, has been dramatically reduced.

If prices do fall again, says the report, "this could be the final downward movement from which a gradual longer-term recovery may begin."

Looking ahead to 1990/91, the report predicts that if demand continues to grow at the rates seen in the last few years and production is flat or slightly lower, next year's surplus should be well below 100,000 tonnes.

Wool growers face profits squeeze

By Chris Sherwell in Sydney

AUSTRALIAN wool growers face a sharp reduction in the profitability of their businesses over the next few years as stockpiles go on rising and prices remain supported at current levels.

The warning came yesterday from Mr Hugh Beggs, chairman of the Australian Wool Corporation, which promotes wool marketing and operates a price support scheme.

His predictions, given at an annual forecasting seminar in Canberra, appeared to blunt any hopes that the currently stagnant wool market would soon recover.

But he rejected any possibility of a cut in the Wool Corporation's floor price, the key element of an intervention scheme which in six months has led to a 2m-bale stockpile, the exhaustion of a A\$1.5bn support fund and a resort to bank borrowing.

"Due to the level of stock held by us and the forecast purchases," Mr Beggs said, "there is no visible prospect of anything but relatively constant prices in nominal terms for the next three to four years."

Coupled with inflation and increased levies on growers to support the scheme, "this

means a considerable reduction in the profitability of wool growing," he said. Assessing future supplies, together with lower real prices caused by the effects of inflation and an expected weakening in the Australian dollar, meant wool should improve its market price support scheme.

Recent speculation about a cut in the floor price of 870 cents a kilogram (clean) was unfounded, Mr Beggs declared. He admitted that the Corporation had studied the option, but found a reduction "totally inappropriate."

Wool growers, who provide the resources for the fund, wanted the price maintained, he explained. A cut would have to be "very substantial" to have any market effect, which would in turn take 12-15 months to materialise. Yet it would reduce growers' incomes and devalue the wool stockpile.

It would also have "enormous global ramifications" for the wool trade, affecting the future confidence of manufacturers, he said. All wool products would be immediately devalued, causing losses to all wool users, and those who survived would be hard to convince to use wool again.

Mr Michael Lempriere, head

of the Australian Council of Wool Exporters, who also spoke at the seminar, also found that the short-term outlook for wool was "far from good." Given the record clip from Australian growers, the stockpile would be close to 3m bales by the end of this season.

Without a buying resurgence from China — a major factor behind the current market weakness — he forecast that the stockpile would be close to 3m bales almost a whole season's production.

In a pointed criticism, he said the floor price scheme had in recent years changed fundamentally. Instead of providing a measure of disaster insurance for growers, plus stability and predictability for users and growers alike, it had come to be a guarantee of profitability as the market was actively chased.

"Increasing wool production has become a one-way bet for growers, and unfortunately they have not received any market signals to tell them any different," he said.

The possibility of a floor price reduction in the future could not be totally dismissed, he argued, and the way it was set should be reviewed. In the meantime the stockpile should

be quarantined — offered for sale only when the market reached a level significantly above the floor price.

"Our industry, unfortunately, has become a victim of its own success," he declared. "We now face a dilemma more serious than anything we've seen over the last 20 years."

Earlier this week Mr John Kerin, the Primary Industries and Energy Minister, said the Government would not lower the wool floor price, despite the continuing market weakness.

"The Government has no intention of intervening," he said. "This is a decision we believe the industry takes. It is their money."

But Mr Kerin said the Government would implement legislation soon to allow the corporation to raise its levy on 8 per cent to 15 per cent from July 1. He gave no indication whether the Government would permit the AWC to increase its borrowing above the statutory limit of \$A10.8m.

The AWC has said that if the wool market continues in its present state it will need to extend the borrowing limit.

They provided further evi-

Cow disease passed to mice through feed

By David Blackwell

CATTLE MADNESS disease, or bovine spongiform encephalopathy (BSE), can be transmitted by feeding the brain tissue of infected cattle according to a report of a Government-sponsored research project published today.

However, government veterinary officers yesterday stressed that the experiment provided no evidence that there was any risk of people contracting the disease, which has killed nearly 9,500 cattle in the UK.

The account of the experiment on mice appears in *The Veterinary Record*, journal of the British Veterinary Association, together with the results of a separate experiment which found that healthy cattle became infected after inoculation with infected brain tissue.

The Ministry of Agriculture said that the results demonstrated that "the disease can be transmitted using unnatural methods of infection which can only be done experimentally in laboratory conditions and which would never happen in the field."

Further experiments — part of a \$12.4m programme over three years — are continuing to discover whether mice can be infected with BSE through material from other parts of infected cattle.

Doubt cast on nickel recovery

By Kenneth Gooding, Mining Correspondent

AS THE London Metal Exchange price of nickel for immediate delivery recovered further from its recent steep decline by moving up by \$26.50 to \$6,412.50 a tonne yesterday, the metals team at Shearson Lehman Hutton gave a warning that the recovery might be short-lived.

Shearson suggests that recently announced production cuts by the world's two largest producers would not be enough to prevent a 40,000 tonnes surplus of nickel developing this year compared with one of 15,000 tonnes in 1989.

"We would not be surprised to see three-month LME prices touch \$2 a lb (against \$2.2 a lb last night) or \$4,400 a tonne before recovering in the second half of this year," Shearson adds in a special report. It has reduced its forecast average nickel price for 1990 as a whole from \$3.50 to \$3 a lb.

Shearson points out that nickel's problems do not stem from any inherent weakness in world economic growth but because of "massive destocking" by the stainless steel industry which accounts for 60 per cent of nickel consumption.

UK companies win Burmese oil contracts

By Chit Tun in Rangoon

TWO BRITISH oil companies, Croft Exploration of Glasgow and Kirkland Resources of Hertfordshire, have won 25-year production-sharing contracts from the Burmese Government for oil exploration and production in two onshore blocks.

The block allotted to Croft lies in the Irrawaddy Delta where in 1981 Burmese geologists reported discovery of "two giant oilfields."

Kirkland's block in the Moulmein area of south-east Burma lies close to an area where oil shale deposits were found as early as in 1922.

Since October last year, the Burmese Government has lifted the 26-year-long ban on foreign participation in onshore oil exploration and production, and has so far awarded production-sharing contracts for nine blocks to nine multinational oil companies from seven countries.

Apart from the two British companies, these are Yukong of South Korea, Shell of Netherlands, Idemitsu of Japan, Petro-Canada of Canada, Anoco and Unocal of the US, and Broken Hill Proprietary of Australia.

Four more contracts will be awarded soon for the remaining onshore blocks.

Clearing up the debris of Ceausescu's bitter harvest

Victor Mallet surveys the wreckage of Romanian agriculture after an era of mismanagement

having productivity, and there are too many animals for the land," said Mr Stoica. "There are 700 cows but only 150 give milk. That's why this one hasn't been profitable. The initiatives of the people working in the co-operative were not taken into consideration. Everything was ordered by the ministry — what animals to breed and what production to have."

A similar picture is emerging from the rest of the country. A senior official at the Agriculture Ministry explained how some farmers were ordered by the Government of the late dictator Nicolae Ceausescu to grow maize on steep hillsides; they often harvested less than the seed they had sown. Others are said to have been jailed for feeding grain to their cattle instead of releasing it for export.

In January an emergency European Community aid mission to Romania found cows starved to less than half their normal weight and hens laying what looked like quail's eggs.

Like the reform of heavy industry, the revitalisation of agriculture will be essential if Romania is to recover from the

ravages of Ceausescu and his planners. Farming is still an important contributor to the economy, but not quite as important as Ceausescu led his people to believe. Most crop figures were wildly exaggerated, with last year's grain harvest closer to 17m tonnes than the 60m tonnes announced.

Officials say co-operatives can henceforth grow whatever they want, although they will be asked to provide crop estimates to the Government. They will not be obliged to sell crops to the state or buy its inputs. Instead they can sell on the free market and purchase their own inputs in exchange for cash or produce. The state, however, will still stabilise prices by maintaining crop reserves.

The prices that the state pays will be rearranged to cover the cost of production and allow for a profit," said one senior official. "Until now all the co-operatives had to sell to the state and the prices were so low that costs were not covered — and the co-operatives had great debts to the state." He said the state was expected to help farmers with debt relief and by providing equipment and services, but the co-operative

will be autonomous. "If they don't have profits, they go out of business. The state is which paid farmers too little without passing on the benefits to the consumer."

Some Romanians are reluctant to carve up and privatise the co-operatives too quickly for fear that small farms will prove uneconomic. They say that the main problem under Ceausescu was not so much the fact of state control as the burdensome pricing system which paid farmers too little without passing on the benefits to the consumer.

It may be that peasants do not care for such arguments. Mr Bogdan Teodorin, head of the ruling National Salvation Front's Commission for Reconstruction and Economic Development, said some peasants had already taken back their ancestral land without waiting for legislation.

Following the ending of Ceausescu's price controls peasants are travelling to Bucharest from all over Romania to take advantage of the higher prices now available for their produce.

LONDON MARKETS

THE GOLD price rallied on the London bullion market yesterday as overnight confirmation of a US proposal to use International Monetary Fund holdings to help pay debtors' countries' payments overseas was generally shrugged off. Early talk of the US plan had pushed the price down to \$11.30 a troy ounce at one stage on Wednesday but by the close it had recovered to \$14.75 an ounce, down \$6.50 on the day.

Looking ahead to 1990/91, the report predicts that if demand continues to grow at the rates seen in the last few years and production is flat or slightly lower, next year's surplus should be well below 100,000 tonnes.

SPOT MARKETS

Crude oil (per barrel FOB) + or -

Dubai \$16.75-8.00, -0.25
Brent Blend \$19.65-9.00, -1.75
W.T.I. (1 pm est) \$22.50-2.00, +0.50

Oil products (NME prompt delivery per tonne CIF) + or -

Premium Gasoline \$224.25, +3

Gas Oil \$156.10, -3

Heavy Fuel Oil \$88.50, -2

Naphtha \$302.204, -1

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

Heavy Fuel Oil (per barrel FOB) + or -

Naphtha (per barrel FOB) + or -

Polymer Argus Extramers Other + or -

Gasoline (per barrel FOB) + or -

Gas Oil (per barrel FOB) + or -

LONDON STOCK EXCHANGE

Early advance runs out of support

LONDON'S EQUITY market yesterday at first succeeded in extending its recent upturn but then ran out of support and closed well below the day's best levels. Once again there was selective interest in the defensive shares, with speculative activity among insurance stocks providing several features. However, the investment institutions were cautious and marketmakers were left to digest the aftermath of this week's trading programmes without further pressures.

Hopes ran high yesterday morning, in view of Wall Street's 47-point rise overnight - although enthusiasm was held in check by the mere 17

Account Dealings Dates		
First Dealings	Jan 15	Jan 20
Openings	Feb 1	Feb 12
Openings	Jan 25	Feb 6
Last Dealings	Jan 26	Feb 6
Account Buy	Feb 5	Feb 10
Account Sell	Feb 5	Mar 5

Other date dealings may have taken place from 8.00 am and 2.00pm on these days earlier.

point rise in the Nikkei Dow Index in Tokyo. UK equities quickly moved ahead, and the first two hours of Sean trading saw the Footsie Index rise by just over 18 points. However, turnover was very slow, indicating that marketmakers were lifting share quotations on slim encouragement.

The sheer lack of trading volume proved the market's undoing, and two-thirds of the Footsie gain melted away as London drifted ahead of the new session on Wall Street. With the Dow Average hesitant before edging upwards to show a 6.98 gain as London closed, the UK market resumed its advance only at the very end of the day.

The final reading showed the FT-SE Index up 8.5 at 2,345.8, still comfortably inside what some analysts have identified as a new trading range based around 2,330. Sean volume of 470.5m shares compared with 571.9m in the previous session. Most trading firms were

happy to say goodbye to January 1990, a month which has given them more than their usual share of headaches as the stock market moved erratically after falling sharply from the new peak reached early in the month.

The month brought a net fall of 85.4 points on the FT-SE Index (see chart), an unhappy record for those analysts who point to the fact that the January trend has been a guide to the pattern for the full year in both the London and New York markets, past performance of the FT Ordinary Share Index shows that the January trend has proved an accurate barometer for most of the past twenty five years.

This week's rally in equities has appeared suspect to some analysts because of the low level of trading volume, even when compared with what has become the depressing norm since the market's Crash of October 1987. At Hoare Govett, Mr Robin Aspinwall commented that he still fears a market correction down to the Footsie's 2,029.7 trading low of Grey Monday in October 1989, although he expects another good bull market will then develop. A significantly bearish pointer, he says, is the relative underperformance of the broader market against the Footsie since last October.

Greater optimism on BAe

SPECULATION THAT the industrial action at British Aerospace (BAe) could soon end helped push the shares up 17 to 560p, while downturns for related companies showed how much the strike has depressed the sector. The company reported that talks continued, but that suggestions of a settlement were premature.

Mr Clive Forester-Walker of Kitcat & Aitken said dealers were also encouraged by the possibility of Daimler-Benz taking a 15 per cent stake in the company. Press reports that the company would not object to such a deal caused the price to rally initially on Tuesday. The maximum permitted foreign shareholding in the company is 29 per cent, and the current figure is believed to be 14 per cent, giving the suggested move by Daimler some logic. The company said that talk about a cross-shareholding was still only speculative.

However, other traders reported that, as the stake would be in the form of a cross-holding, and the two companies already collaborate on joint ventures including Airbus and Tornado, there was little reason for the speculation to affect the share price. Mr Nick Cunningham of Laing & Cruckshank suggested that an active bid would not be in Daimler's interests, and would almost certainly be blocked either by the UK government or the European Commission.

The rally may have been helped by BAe's new contract from the Ministry of Defence to convert 13 aircraft into flight refuelling tankers for the RAF, worth over £100m, although some dealers in the stock traded for the day without even noticing the company's announcement.

Sedgwick setback

Shares in Sedgwick, the insurance broking group, were weak among otherwise firmer insurance brokers after Charterhouse Tilney, the Liverpool-based broker, reaffirmed its cautious stance and profits forecasts on the stock. Mr John Marr, insurance analyst at Charterhouse Tilney, said he had not lowered his pre-tax profits forecast for the year to end-1990, but was keeping it at £100m, a figure below many other estimates which range up to £120m.

The Charterhouse analyst said the shares had run too far recently on hopes of an improvement in the US insur-

ance cycle, good figures from US broker Marsh and McLennan and the bid hopes prompted by hints that Transamerica will sell its 39.9 per cent stake when its agreement not to sell expires at the end of this month. Sedgwick's preliminary figures are expected on February 27. Dealers noted persistent selling of Sedgwick, which ran back 8 to 255p on turnover of 3.6m shares, well above normal.

Other insurance broking stocks were higher on the day, with CE Heath up 7 at 555p and Willis Faber a fraction ahead at 275p.

Carlton wanted

Carlton Communications had a good day after a weak January. Sentiment was helped by the approach of a series of presentations to investors in Japan. In addition analysts at County West WoodMac edged their profit forecasts higher after a meeting with the company yesterday.

Mr Julie Feaver at County

said: "They are having a very reasonable trading time and their markets are growing fast." She added that speculation that the company might take a stake in British Satellite, Broadcast had held the share price back. "I don't think it's likely they will buy the BSB stake," she said. The shares climbed to 780p before closing a net 3-pip from 776p.

County's new estimate of the current year's profit is £175m up from £173m, while next year it is predicting £210m instead of £205m. Ms Feaver added that the tax charge would be lower, and lifted her

NEW HIGHS AND LOWS FOR 1989/90

NEW HIGHS FOR	1989/90	1989/90	1989/90	1989/90
NEW HIGHS FOR	1989/90	1989/90	1989/90	1989/90
1. TSE STOXX (1) London Chem. 745 Pl.	745	745	745	745
2. TSE STOXX (1) London Chem. 745 Pl.	745	745	745	745
3. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
4. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
5. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
6. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
7. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
8. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
9. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
10. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
11. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
12. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
13. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
14. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
15. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
16. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
17. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
18. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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25. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
26. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
27. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
28. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
29. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
30. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
31. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
32. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
33. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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41. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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43. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
44. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
45. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
46. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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49. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
50. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
51. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
52. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
53. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
54. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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56. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
57. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
58. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
59. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
60. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
61. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
62. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
63. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
64. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
65. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
66. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
67. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
68. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
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75. TSE STOXX (1) ABB Kva. 700p	700	700	700	700
76. TSE STOXX (1) ABB Kva. 700p	700			

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1999/90 New Listed Stock	Price	No.	Div.	Yield	PE	2009/90 New Listed Stock	Price	No.	Div.	Yield	PE	2009/90 New Listed Stock	Price	No.	Div.	Yield	PE	1999/90 New Listed Stock	Price	No.	Div.	Yield	PE	1999/90 New Listed Stock	Price	No.	Div.	Yield	PE	1999/90 New Listed Stock	Price	No.	Div.	Yield	PE	1999/90 New Listed Stock	Price	No.	Div.	Yield	PE	1999/90 New Listed Stock	Price	No.	Div.	Yield	PE												
2025 214ANZ SAL	220	3	4.6	1.2	10.5	195 921 Ray Nomex	165	42	4.8	4.1	12.5	2019/90 New Listed Stock	505 435Orch Ridge Sp	245	15	7.5	2.0	12.3	211 910MEXCO	125	42	2.2	2.0	13.3	217 71Charter Grp	20	1	10.75	3.0	5.1	213 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Allied Irish Ord.	215	4	3.3	1.0	15.6	195 922 Ray Nomex	165	42	4.8	4.1	12.5	2029/90 New Listed Stock	505 436Orch Ridge Sp	245	15	7.5	2.0	12.3	212 911MEXCO	125	42	2.2	2.0	13.3	218 71Charter Grp	20	1	10.75	3.0	5.1	214 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Allegiance F110	215	4	3.3	1.0	15.6	195 923 Ray Nomex	165	42	4.8	4.1	12.5	2039/90 New Listed Stock	505 437Orch Ridge Sp	245	15	7.5	2.0	12.3	213 912MEXCO	125	42	2.2	2.0	13.3	219 71Charter Grp	20	1	10.75	3.0	5.1	215 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Architects (H.J.)	215	4	3.3	1.0	15.6	195 924 Ray Nomex	165	42	4.8	4.1	12.5	2049/90 New Listed Stock	505 438Orch Ridge Sp	245	15	7.5	2.0	12.3	214 913MEXCO	125	42	2.2	2.0	13.3	220 71Charter Grp	20	1	10.75	3.0	5.1	216 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 925 Ray Nomex	165	42	4.8	4.1	12.5	2059/90 New Listed Stock	505 439Orch Ridge Sp	245	15	7.5	2.0	12.3	215 914MEXCO	125	42	2.2	2.0	13.3	221 71Charter Grp	20	1	10.75	3.0	5.1	217 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 926 Ray Nomex	165	42	4.8	4.1	12.5	2069/90 New Listed Stock	505 440Orch Ridge Sp	245	15	7.5	2.0	12.3	216 915MEXCO	125	42	2.2	2.0	13.3	222 71Charter Grp	20	1	10.75	3.0	5.1	218 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 927 Ray Nomex	165	42	4.8	4.1	12.5	2079/90 New Listed Stock	505 441Orch Ridge Sp	245	15	7.5	2.0	12.3	217 916MEXCO	125	42	2.2	2.0	13.3	223 71Charter Grp	20	1	10.75	3.0	5.1	219 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 928 Ray Nomex	165	42	4.8	4.1	12.5	2089/90 New Listed Stock	505 442Orch Ridge Sp	245	15	7.5	2.0	12.3	218 917MEXCO	125	42	2.2	2.0	13.3	224 71Charter Grp	20	1	10.75	3.0	5.1	220 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 929 Ray Nomex	165	42	4.8	4.1	12.5	2099/90 New Listed Stock	505 443Orch Ridge Sp	245	15	7.5	2.0	12.3	219 918MEXCO	125	42	2.2	2.0	13.3	225 71Charter Grp	20	1	10.75	3.0	5.1	221 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 930 Ray Nomex	165	42	4.8	4.1	12.5	2109/90 New Listed Stock	505 444Orch Ridge Sp	245	15	7.5	2.0	12.3	220 919MEXCO	125	42	2.2	2.0	13.3	226 71Charter Grp	20	1	10.75	3.0	5.1	222 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 931 Ray Nomex	165	42	4.8	4.1	12.5	2119/90 New Listed Stock	505 445Orch Ridge Sp	245	15	7.5	2.0	12.3	221 920MEXCO	125	42	2.2	2.0	13.3	227 71Charter Grp	20	1	10.75	3.0	5.1	223 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 932 Ray Nomex	165	42	4.8	4.1	12.5	2129/90 New Listed Stock	505 446Orch Ridge Sp	245	15	7.5	2.0	12.3	222 921MEXCO	125	42	2.2	2.0	13.3	228 71Charter Grp	20	1	10.75	3.0	5.1	224 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 933 Ray Nomex	165	42	4.8	4.1	12.5	2139/90 New Listed Stock	505 447Orch Ridge Sp	245	15	7.5	2.0	12.3	223 922MEXCO	125	42	2.2	2.0	13.3	229 71Charter Grp	20	1	10.75	3.0	5.1	225 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 934 Ray Nomex	165	42	4.8	4.1	12.5	2149/90 New Listed Stock	505 448Orch Ridge Sp	245	15	7.5	2.0	12.3	224 923MEXCO	125	42	2.2	2.0	13.3	230 71Charter Grp	20	1	10.75	3.0	5.1	231 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 935 Ray Nomex	165	42	4.8	4.1	12.5	2159/90 New Listed Stock	505 449Orch Ridge Sp	245	15	7.5	2.0	12.3	225 924MEXCO	125	42	2.2	2.0	13.3	232 71Charter Grp	20	1	10.75	3.0	5.1	233 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 936 Ray Nomex	165	42	4.8	4.1	12.5	2169/90 New Listed Stock	505 450Orch Ridge Sp	245	15	7.5	2.0	12.3	226 925MEXCO	125	42	2.2	2.0	13.3	234 71Charter Grp	20	1	10.75	3.0	5.1	235 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 937 Ray Nomex	165	42	4.8	4.1	12.5	2179/90 New Listed Stock	505 451Orch Ridge Sp	245	15	7.5	2.0	12.3	227 926MEXCO	125	42	2.2	2.0	13.3	236 71Charter Grp	20	1	10.75	3.0	5.1	237 235E.P. Int'l Holdings	220	42	1.1	1.0	11.1																							
2025 215Bancorp F100	215	4	3.3	1.0	15.6	195 938 Ray Nomex	165	42</																																																			

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AUTHORISED UNIT TRUSTS

Int. Cen.	Int. Cen.	Offer + or Yield
Close	Price	Price

2 47.21 47.21 48.93 10.58 10.07 Schmitzpartie 41.74 19.21
2 47.59 47.59 48.82 10.59 10.07 9 Derners Day Wes "D" 10.07

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Global Life Insurance & Reinsurance												Global Life Insurance & Reinsurance											
North America												Europe & Asia Pacific											
United States												United Kingdom											
Corporate												Corporate											
Individual												Individual											
North America												Europe & Asia Pacific											
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FOREIGN EXCHANGES

Dollar soft ahead of data

THE MARKET awaits today's US employment data before taking a view on the dollar's immediate prospects. Dealers expect the dollar to weaken, with the D-Mark and sterling looking more attractive at present.

If there is a weak figure on US non-farm payrolls today it is likely to depress the dollar, since the market is looking for a rise of about 175,000 in January, compared with 142,000 in December. Even if the employment data are reasonably strong, there remains a suspicion that the US Federal Reserve may ease its monetary policy.

The outlook for the dollar remains negative, in the view of Mr Robert Thomas, an economist at Midland Montagu Research, as long as interest rates are more likely to decline in the US than elsewhere. He thought that the next Federal Open Market Committee meeting on February 6 is unlikely to sanction an immediate easing of monetary policy, but interest rates will probably fall by the summer. Mr Thomas felt that if interest rates are not reduced this year, the weakness in the US economy is likely to increase.

It was noticeable yesterday that the foreign exchanges failed to react to comment by

Mr Edward Kelly, a Federal Reserve Board Governor, that the rate of US inflation is too high and must be brought down over time. This suggests the market does not expect the Fed to be determined enough to reduce inflation at the cost of economic weakness and a possible recession.

President George Bush's offer to reduce US forces in Europe met with a mixed reception on the foreign exchanges. Some traders believed the news was good for the dollar, because it has the potential to reduce the US budget deficit, but others felt that London's German currency rose to Y86.22 from Y86.88.

In fairly quiet trading the dollar weakened, closing in London at DM1.8800, against the D-Mark at the Milan fixing. The Italian unit remained the strongest member of EMS, but all currencies stayed within their divergence limits.

Among members of the European Monetary System, the lira weakened against the D-Mark at the Milan fixing.

The Italian unit remained the strongest member of EMS, but all currencies stayed within their divergence limits.

Estimated volume total: Cds 535 Pds 822 Previous day's open total: Cds 2936 Pds 1974

Estimated volume total: Cds 740 Pds 371 Previous day's open total: Cds 2222 Pds 2500

Estimated volume total: Cds 120 Pds 200 Previous day's open total: Cds 560 Pds 7705

Estimated volume total: Cds 120 Pds 405 Previous day's open total: Cds 5597 Pds 2523

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WORLD STOCK MARKETS

AUSTRALIA

February 1 Sat + or -

Australian Airlines 3,920 +100

BHP 2,400 +100

Caterpillar 20,000 +200

Cochlear 10,000 +100

Dow Jones 1,055 +100

Federated 2,800 +100

Holdings 2,000 +100

Kodak 1,253 +100

Leverett 1,069 +100

Verizon 388 +100

Woolworths 1,100 +100

Yarra 1,200 +100

Zinc 1,200 +100

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices February 1

Continued on Page 33

NEWLY QUALIFIED APPOINTMENTS

The Financial Times will be publishing the results for the Institute of Chartered Accountants on Thursday 1st March.

The advertising rate is £53.00 per single column centimetre with premium positions available by arrangement at £63.00 per single column centimetre.

A Guide to Recruitment Consultancies will also be published at £80.00 per entry with extra information at £16.00 per line.

For further information please contact:

Nicholas Baker 01-873 3351
Elizabeth Arthur 01-873 3694

ARTHUR YOUNG condensed b/sheet Sept 30 (£m)

	Accrual basis 1988	Cash basis 1988	1987
Assets			
Cash and cash equivalents	41.5	41.6	50.7
Client accounts receivable - net	119.2	25.4	23.4
Investments and advances to foreign affiliates	27.7	27.5	21.9
Equipment and leasehold improvements - net	75.3	68.7	67.6
Other assets	35.0	32.8	25.5
	258.8	196.0	189.0
Liabilities and partners' equity			
Payable to retirement plans and other liabilities	47.8	28.2	21.1
Long-term debt	59	59	50
	107.9	94.2	81.1
Partners' equity			
Paid-in capital	69.9	69.9	62.6
Undistributed cash earnings and other invested capital	39.9	38.9	45.3
Additional equity	51.1		
	150.9	109.8	107.9
Total equity	258.8	196.0	189.0

ERNST & WHINNEY balance sheet Sept 30 (£m)

	Accrual basis 1988	Cash basis 1988	1987
Assets			
Cash and cash equivalents	25.8	25.8	42.8
Client accounts receivable	177.1	24.1	25.9
Investments and advances to affiliated firms	10.1	10.1	7.4
Equipment and leasehold improvements - net	118.7	118.7	101.1
Other assets	32	19.3	5.6
	371.5	198.8	182.0
Liabilities and equity			
Payables to retirement plan and other liabilities	43.5	36.0	31.1
Advances from clients	5.5	5.5	5.5
	59	41.5	36.6
Partners' and principals' equity			
Paid-in capital	94.0	94.0	85.7
Undistributed cash earnings	64.3	64.3	72.3
Additional equity	163.2		
	321.5	165.3	158.0
Total equity	371.5	198.8	182.0

ACCOUNTANCY COLUMN

Information document figures

By David Waller

READERS learned last week how much US partners in four of the big firms paid themselves last year. Now there are details of the operations statements and balance sheets of Arthur Young and Ernst & Whinney in the US. The data are taken from the (confidential) Information Document circulated to partners in the two firms before they merged last year.

The operations statements show that the market has been growing a lot more slowly in the UK: growth in fee income for the US firms has not exceeded 15 per cent a year in the last five years. The UK arms have been growing at 20 per cent or more a year. While growth in fee has been broadly the same, Ernst & Whinney was more profitable than Arthur Young: after taking partners and other factors into account, the return on fee income was forecast to be 24 per cent for E&W in 1989, 15.5 per cent for Arthur Young. Total return on fee income dropped from 18.6 to 15.5 per cent for Arthur Young, from 26.8 to 24 per cent for E&W.

The balance sheets differ markedly. Arthur Young had much more cash than E&W, both in absolute terms and obviously as a proportion of total assets. But AY was much more highly geared than its merger partner, with long-term debt of \$60m giving a ratio of long-term debt to equity of 31 per cent. E&W had no long-term debt and was financed entirely by equity from its own partners.

COMPARATIVE SUMMARY OF OPERATIONS

ERNST & WHINNEY

(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	809	903	1,036	1,174	1,318
Cash earnings for allocation	189.3	211.8	238.4	260.9	288
Accrued Earnings available for distribution	220.4	240	274.8	293.2	331.8
Average number of partners	1,012	1,079	1,142	1,236	1,260

PER PARTNER - Sums in Thousands of Dollars

Cash earnings available for allocation	187.9	198.3	208.5	211.9	228.1
Contributions to pension trusts	12.5	13.3	13.9	14.6	14.8
Interest on capital investment	7.1	8.4	5.7	6.6	7.9
TOTAL	206.9	216.0	228.1	233.1	250.8
Accrued earnings	217.8	222.4	240.6	237.2	262.9

ARTHUR YOUNG

(Figures in \$m)	1985	1986	1987	1988	1989 (forecast)
Total Revenues	574	652	738	843	939
Cash earnings for allocation	105.0	115.8	131.6	134.6	133.8
Accrued Earnings available for distribution	114.6	137.1	153.2	146.9	166.0
Average number of partners	765	763	807	838	871

PER PARTNER - Sums in Thousands of Dollars

Cash earnings available for allocation	134.6	145	164.1	161.4	166.1
Contributions to pension trusts	7.1	7.2	7.2	7.3	7.0
Interest on capital	3.1	5.7	6.3	7.0	6.8
TOTAL	144.8	157.9	177.6	175.7	169.9
Accrued earnings	149.8	175.1	189.8	175.3	190.6

ACCOUNTANCY APPOINTMENTS

Why two Tax Managers had a mid-Atlantic tussle with the French Law



One of our Partners in London had written an article which, it transpired, was of particular interest to a major American investment bank. The first we knew of this was a phone call from New York on Tuesday morning.

The Tax Manager who took the call was asked for advice on the new French Law relating to securitisation. He called in another Tax Manager from Paris who also works on our international on-call programme. A great deal of contemplative head scratching ensued. Thursday morning saw the two of them on a flight to New York putting the finishing touches to their presentation.

The meeting with the bank the following day went as planned - the result: a new client.

THE MORAL OF THE STORY

We offer our Tax Managers an unrivalled degree of autonomy. In fact, the signature of an Arthur Andersen Manager is sufficient to commit the firm.

Our Tax Managers operate in an environment that encourages informality and team spirit. That's because we ensure that they have the best training and technical support available.

Our Tax Managers are highly talented and very ambitious. That's because Arthur Andersen is a meritocracy in which career development comes rapidly. We offer a salary and benefits package which is unlikely to be bettered elsewhere and prospects for partnership which are very real.

These factors have helped our tax practice grow dramatically in recent years. Indeed, compared with other firms, tax consultancy is a much larger part of our overall UK practice.

Behind our success lies a commitment to providing business solutions, not just tax solutions. We're able to do that because, in our opinion, Arthur Andersen Tax Managers are the best in the business. We'd like you to join them.

Develop your career now by contacting Helen Shaw, Arthur Andersen, 1 Surrey Street, London WC2R 2PS. Telephone 01-438 3250.

**ARTHUR
ANDERSEN
& CO**

OPPORTUNITIES AVAILABLE IN CENTRAL LONDON AND LEEDS

Finance Director

Winchester

A wholly owned subsidiary of a successful plc, our client manufactures and distributes technical products. Turnover is in the order of £6 million.

Reporting to and working closely with the managing director, the finance director will assume total responsibility for the finance and accounting functions of the company and will participate actively in the overall management of the business. The finance director will play a key role in the development and future growth of the company.

The successful candidate will be a qualified

£35,000 + bonus + car

accountant with proven financial management abilities gained in a manufacturing environment. Previous experience in the development and implementation of internal controls, computerised systems and management information is essential. A keen commercial awareness, and the ability to contribute effectively in a hands-on, team environment are necessary.

Please send career and personal details, quoting reference F/690/F to Frances A Bell at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

SEARCH AND SELECTION

Appointments
Advertising
appears every
Wednesday and
Thursday.
(Friday International
Edition only).
For further
information please call:

01-873 3000

Elizabeth Arthur
ext 3694
Nicholas Baker
ext 3351
Jennifer Hudson
ext 3607
Richard Huggins
ext 3460
Adam Futeran
ext 3559
Sarah Gabe
ext 3199
Stewart Maddock
ext 3392

Finance Director

London

£40,000 + Car + Share Options

This major Division (to £20m) of an acquisitive medium sized UK plc is involved in the photographic sector. The Group's strategic direction has been effective in producing strong growth.

In addition to having accountability for the effective operation of the financial function, the successful candidate will be expected to contribute to the strategic growth of the Division and therefore must be able to demonstrate broad commercial skills.

This is a very hands-on assignment initially. Key areas of responsibility will involve the development of existing computerisation, ensuring the maintenance of tight financial controls and evaluating future growth opportunities both in the UK and internationally.

Candidates should be qualified accountants, age indicator 35-40.

ambitious, with proven interpersonal skills, commercial experience and strong personality, preferably gained in a distribution or fmnc. environment.

The future prospects within this dynamic organisation are exceptional and extend beyond the financial area. Please telephone or write enclosing a full curriculum vitae quoting ref. 404.

Nigel Hopkins FCA,
97 Jermyn Street,
London SW1Y 6SE
Tel: 01-839 4572

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

FINANCE DIRECTOR Manufacturing

Midlands

c£45,000 + bonus etc

Exceptional career opportunity for a rising finance director/controller to head the finance function in a substantial manufacturing company. THE COMPANY, turnover c. £100m, produces metal components and operates a multi-site business from its Midlands headquarters. It is a key part of a leading UK group and is expanding organically and by acquisition.

THE ROLE is to manage the finance and computer functions with special emphasis on upgrading information systems to meet the needs of a vigorous, expanding business.

CANDIDATES, age 32-45, will be qualified accountants who have headed a modern financial control function in a substantial manufacturing business; will be experienced in systems development and will have good leadership skills. Contracts management and acquisition experience would be helpful.

Please reply in writing with full CV and quoting Ref 1964 to Waggett & Company, 5 Clifford Street, London W1X 2BX. Tel: 01-494 2551. Fax: 01-439 0222.

WAGGETT & COMPANY
executive search consultants

HEAD OF FINANCE

International Leisure
Company
c£25,000+

We are market leaders in our field and are looking for a qualified finance professional to complement the companies rapid expansion. The successful applicant will head up a small existing team and will be responsible for ensuring the companies finance and administrative systems match up to our turnover and profit and growth. Involvement in corporate acquisitions and development of new International and U.K. subsidiaries is required in a role which reports directly to the Group Managing Director.

Please send C.V. in strictest confidence with full details of career and salary progression to The Group Managing Director.

Box A1454, Financial Times,
One Southwark Bridge,
London SE1 9HL

COMMERCIAL DIRECTOR

Woking

£40,000 + bonus, car

KAY CONSULTANCY GROUP

International Executive Search & Management Consultants

The UK subsidiary of a successful international group with a turnover of £1 billion, derived from various service industries is currently looking to expand its £30 million business in the UK. A commercially-minded person is sought to play a key role in the management and development of the group which currently has 450 employees.

The Commercial Director will be responsible for monitoring and providing support to existing group activities in addition to co-ordinating the development of the group. This will involve the identification and evaluation of acquisition targets. He will work closely with the Managing Director to whom he will report.

Candidates, who are likely to be aged between 35 and 45, should have a recognised business qualification, proven financial and analytical skills and be computer literate. Industrial experience and experience of making acquisitions is essential.

A substantial package including bonus, car and executive benefits reflects the importance of this position within the group.

Interested applicants should forward a full curriculum vitae to:

David Binney,
Kay Consultancy Group Limited,
Thames Valley Office, Kennet House,
80-82 Kings Road, Reading RG1 3BJ.

Financial Director

Birmingham

The Client

Our client is a £25 million turnover manufacturing subsidiary of a diverse International Plc. Operating in the dynamic FMCG market they are recognised as a market leader in their field. Following the promotion of the previous incumbent to a general management position within the group they are now seeking to appoint a commercially minded Financial Director.

The Position

Reporting to the Managing Director the successful applicant will be responsible for the formulation and implementation of long term strategic plans including acquisitions and special projects, review of monthly/quarterly and annual results, and the day to day running of the finance department including DP and credit control.

Interested candidates should contact Nick Stephens on 021-233 4450 (office hours) or 021-245 5055 evenings/weekends. Alternatively, write enclosing CV to the address shown.

c£28,000 + Car (FX) + Bonus + Bens

The Person

Applicants must be experienced qualified accountants with a 'hands on' management style, who can demonstrate a successful track record of achievement to date together with well developed inter-personal and commercial skills. Experience of working within the manufacturing sector (ideally FMCG) would be a distinct advantage.

The Rewards

The salary package indicated shows the commitment of our client to attract exceptional candidates. It will include those benefits normally associated with a progressive organisation including relocation expenses where necessary. Promotion prospects are excellent.

Nicholas Andrews
The Midlands
Specialists in Financial Recruitment

Nicholas Andrews,
Freepost,
126 Colmore Row,
Birmingham,
B3 2BR.



*Memorandum to Chairman and Chief Executives who are seeking top calibre
Finance Directors.*

With the changing and difficult environment in the financial skills market, there is increasing concern about the lack of effectiveness and high cost of traditional headhunting services.

To match the new market needs, QT Search brings a completely new approach to financial appointments in the £40K - £100K salary range.

It guarantees confidentiality to client companies and candidates, under the personal responsibility of a Reed Executive PLC main board member.

It specialises in senior financial appointments and is backed by the full resources and experience of Reed Executive, the first selection consultancy to establish a specialist accountancy appointment service.

It maintains a discreet knowledge of very senior financial executives who would consider a career move.

It provides personal candidate CV's to reflect individual personality characteristics, with no candidate 'packaging'.

It operates on a 'No appointment, No fee' basis, with all advertising and search costs included in the fee, and payable only when the candidate is appointed.

To take advantage of this unique new service, please telephone or write in complete confidence to:

The Chairman
QT Search
Reed Accountancy
76 Cannon Street
London EC4N 6AE
Tel: 01-236 7346

FINANCE DIRECTOR

Leisure services - £35m t/o

From £40,000 + car

Berkshire based, the group is a successful national business, operating with considerable independence within a dynamic plc.

A commercially oriented ambitious accountant with strong management skills is required. Reporting to the Managing Director, he/she will make a substantial input to business strategy and be fully accountable for finance, accounting, MIS and company administration.

The group has a range of activities, providing both products and services to

a large customer base, and several regional offices. Recently enhanced computerised systems link these with Head Office and the Finance Director will be expected to lead their continuing development.

A background in fast moving sales oriented business is essential. Strength of personality and communication skills will be valued as highly as technical ability.

Please send career details, including current salary, to Mike Smith quoting ref. G/303 or telephone him on (0734) 505555 for further information.

KPMG Peat Marwick McLintock
Executive Selection and Search
Abbots House, Abbey Street, Reading, Berkshire RG1 3BD.

Fin
Cor

ACQUISITION

...a real contrib...

Divisional Financial Controller

**London £30,000 + Car
International Marketing/Design**

Our client is undisputedly recognised as one of the world's foremost international design and marketing consultancies with an outstanding reputation for both its creativity and the commercial impact of its work. Through dynamic management, sound strategic planning and innovative solutions provided to clients, this plc has achieved a dramatic increase in the range and scale of its activities. With an excellent blue chip client base and the opening of new offices across Europe, the expansion achieved to date is planned to continue and as a consequence a Financial Controller is now sought to be responsible for all day to day financial control of an £8m t/o division. Duties will include management reporting, business planning, systems enhancement and treasury matters. The role will require continual involvement in projects of an ad-hoc nature with frequent liaison to all levels and across many disciplines within the business.

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

**Accountants/Financial Business Analysts
c.£25,000 plus benefits**

RESPONDING TO THE CHALLENGE OF CHANGE.

Prudential's General Insurance Division is a major contributor to the success of one of the UK's leading financial services groups. Concentrating on commercial business we sell both through brokers and the group's field agents.

Located at our Head Office in Welwyn Garden City our high calibre team of Management Accountants/Financial Business Analysts plays a vital role in managing the business and helping us make the most of new market trends. Increasing activity and rapid change now creates opportunities for either a qualified Accountant or a Financial Business Analyst with experience in a similar management accounting role.

Management Information

In this key role, you will prepare reports to board level of monthly business activities and trends, making appropriate forecasts and recommendations as well as taking responsibility for the construction and development of the business plan. You will also provide a financial consultancy service to all levels of management within the Division and take responsibility for the computerised management information system.

Expense Control

This role concentrates on the application of tight budgetary control procedures. You will be responsible for all aspects of expense monitoring, forecasting and planning, as well as providing reports up to board level. An essential part of the job will be to further develop the management controls in the flow of information and reporting.

With extensive contact with all levels of management, both these central roles call for good interpersonal skills, business awareness, strong analytical flair and computer literacy. Heading a small team, the ability to manage and motivate staff is also essential.

In addition to attractive salaries, valuable financial sector benefits include low-interest mortgage, non-contributory pension and interest-free season ticket loan. Career prospects are excellent.

Please telephone or send your c.v. to Mike Driscoll, GIPI, Prudential General Insurance Division, Charter House, Parkway, Welwyn Garden City, Hertfordshire AL8 6JL. Telephone: Welwyn Garden (0707) 338444.

We are an equal opportunities employer.



PRUDENTIAL
General Insurance

Financial Controller

Central London-Media £35,000 Plus car

A highly profitable and fast moving company in the media business is seeking a financial controller. The company has a proven commitment to long term growth by organic development and acquisitions.

Specialist knowledge of the industry is less important than the ability to learn fast and manage a young and highly motivated staff.

The ideal candidate will be a young graduate Chartered Accountant but other qualified applicants with appropriate experience will be considered. The Controller will have to lead by example and be able to hold their own in a competitive department in a highly competitive company.

If you think you have the strength of personality and confidence to take on this very demanding post you should send your c.v. in confidence with a daytime telephone number to:

**HODGSON
IMPEY**

Peter Willingham (Ref 078)
Managing Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall, London SW1Y 5JQ

ACQUISITIONS MANAGER

make a real contribution in this strategic role

Surrey c.£35K + share options + car

Our client, an acquisitive UK plc (t/o £45m) with significant overseas subsidiaries, is poised to enter an exciting period of growth, both organic and through acquisitions. They seek an ambitious individual who is looking for increased responsibility and the chance to make a real and visible contribution to the development of the Group.

Reporting to the Group Finance Director, the appointee will be a qualified accountant, aged 28-32 with experience of acquisitions and, ideally, a sound knowledge of corporate taxation. Personal qualities sought include drive, commitment, enthusiasm and the ability to communicate at senior level.

3i Consultants Ltd

The package includes a basic salary, bonus, share options, company car plus usual fringe benefits.

For further details and an application form telephone Guildford (0483) 300538 (24 hours) or write in confidence with CV to Peter Page, Senior Consultant, 3i Consultants Limited, 3i Billings, Walnut Tree Close, Guildford, Surrey GU1 4UL, quoting ref: PP/94.

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FINANCIAL CONTROLLER

"Strategic Consultancy"

London

£50,000 plus car

required with above average intellectual and analytical ability combined with first rate verbal and written communication skills and a flexible but disciplined approach. Candidates must be able to relate successfully to highly qualified professionals in a knowledge-based business. Previous experience of treasury and corporate and personal taxation is required and will ideally, have been gained in more than one country. A second European language is strongly preferred.

This is an unusual and challenging opportunity to join an energetic, rapidly growing, but highly professional organisation and to make a significant contribution to its future direction.

Please reply in confidence enclosing full curriculum vitae to Carey Jenkins quoting reference UN105.

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RICHMOND £25,000 + car + package

Lending Analyst

High calibre investment group offers a stimulating role which involves analysing, evaluating and reporting back views and recommendations on clients' financial status and management - thus playing the key role in dictating levels and terms of lending capital. Research into economic and industry trends, accounting and legal issues will all be part of this very broad-based position. An exceptionally good package will comprise mortgage subsidy, company car, with paid parking, and excellent personal benefits. Ref: 67066

Contact the Manager: 21 George Street,
Richmond 01-940 4483
Fax: 01-940 1627

NR. READING £25,000 + car

Chief Accountant

Small subsidiary (c£3m t/o) of high profile micro computer company offers scope for you, to create a finance function to your own specification. Reporting to the young M.D., your brief will be to create, develop and implement all accounting systems. Your other responsibilities encompass monthly reporting, control of project costing, statutory accounts and cashflow forecasting. Directorship prospects form a part of the attractive package.

Ref: 25A161B2
Contact the Manager: 20 Queen Victoria St,
Reading 0734 596677
Fax: 0734 591707

Post Qualification Experience - send your CV or phone the appropriate Manager or our Specialist PQE Career Advisers on 01-489 0403 (24 hour answering service) for an application form now.

Reed actively promotes Equal Opportunities.

REED...
accountancy

Controller Finance & Administration

N. Home Counties

This well-known and highly successful international consumer products group is committed to maintaining its dominant market position through the further development of a clearly focussed growth strategy.

The UK division is a key participant in the achievement of this strategy and, as a consequence, is seeking to strengthen the calibre of the finance team.

Reporting to the Director of Finance you will be responsible for a 30 strong department. Your initial key task will be to review and project manage the enhancement and implementation of sophisticated management information systems and reporting procedures. You will work closely with senior colleagues and contribute to the raising of reporting standards through the provision of timely and accurate financial information.

to £40,000 + Bonus + Car

A Chartered Accountant, preferably aged 32-38, will possess the technical competence and professional maturity to lead and motivate a committed finance team. Your experience should have been gained within a large corporate environment. Awareness and understanding of accounting standards, preferably including G.A.A.P. reporting, would be a distinct advantage.

Compensation benefits will include an attractive profit related bonus scheme, fully expensed executive car, non-contributory pension scheme and family healthcare. A generous relocation package will be available if required. Prospects for advancement within this progressive environment are considered excellent.

For further information contact James Hyde on 01-839 7595 or alternatively write, enclosing a detailed CV, to the address below.

**ST. JAMES'S
ASSOCIATES**

MANAGEMENT SELECTION

52 ST. JAMES'S SQUARE, LONDON SW1Y 4JR FAX: 01-930 7470. TELEPHONE: 01-839 7595.

A GKR Group Company

DIRECTOR OF FINANCE

to £40,000 + car + benefits

One of London's most prestigious teaching hospitals is currently seeking to recruit a high calibre qualified Accountant to play a key role in preparing them for substantial change management in the 1990's.

Reporting directly to the General Manager, and working closely with the 14 clinical directorates created as a result of decentralisation, you will be responsible for developing operational efficiency and planning future hospital services based on expected funds and anticipated demand. A further key task will be to improve the quality of management information and systems to provide a platform for commercial decision making and development of resource management.

Probably, aged in your early to mid thirties, a graduate qualified accountant, you will be able to demonstrate a history of achieving objectives, and the ability to work

under pressure with a diverse workload. Outstanding communication skills are pre-requisite, particularly in dealing with general and clinical management and corporate decision-making on non-financial issues.

The remuneration package will be negotiable based on experience and ability and will not be a limiting factor. Please forward a detailed résumé including current remuneration, quoting Reference No. 10/737, to Jonathan Williams at Morgan & Banks Search and Selection Pic, First Floor, 114 St. Martin's Lane, London WC2N 4AZ. Alternatively contact him on 01-240 1040 to arrange an initial meeting.

Morgan & Banks

LONDON

WASHINGTON

SYDNEY

AUCKLAND

Financial Controller

North of England

Our client is the market leader in the distribution of time sensitive materials within the UK with the administrative centre located in Yorkshire.

This will be a Board appointment, reporting to the Managing Director and working with a team of circa 60. The appointee will be responsible for the financial management of the business and play a key role in the strategic growth of the division.

Major responsibilities are to further develop the systems and controls currently operating, review and implementation of computer needs and the provision of timely and accurate management and financial information.

Candidates will be graduate chartered accountants

£40,000 + car + benefits

aged between 35 and 45, with fine financial management experience and familiarity with large company culture. Personal skills will include a proactive approach, drive and determination and a desire to take on new challenges. Good communication skills and the ability to perform in a team environment are essential.

The company has an excellent reputation for employee development and will reward success with rapid career progression within the group.

Please send career and personal details to Suzanne E Karoly, quoting reference F/120/K at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

Ernst & Young

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Richard Huggins
ext 3460
Adam Futeran
ext 3559
Sarah Gabe
ext 3199
Stewart Maddock
ext 3392

Director of Finance

Prestige Consumer Products

c. £35,000

Surrey/Kent/Border

Highly successful plc subsidiary seeks experienced finance professional for new management team. Quality products, excellent growth potential and strong financial backing. Early appointment to the Board envisaged.

THE COMPANY

◇ Recently acquired subsidiary of a £170m turnover plc.
◇ Well established business with track record of profitability entering new phase of growth and development under new management.
◇ £5m turnover c 70 employed in the production, marketing and distribution of premier, fine art related consumer products.

THE POSITION

◇ Member of senior management team reporting to the M.D. with full responsibility for the financial management of the company.
◇ Key task to develop computer systems to enhance the already efficient financial and management information procedures.
◇ Wide ranging role covering financial reporting and management information, analyses, treasury and company secretarial.

QUALIFICATIONS

◇ Ideally certified or cost and management accountant aged late 30s or 40s with strong computer skills.
◇ Track record of managing the financial function in a small or medium sized company.
◇ Self starter, hands-on manager with enthusiasm and commitment.

Please reply in writing, enclosing full cv.

Reference J0416
54 Jermyn Street, London, SW1Y 6LX

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FINANCIAL CONTROLLER

London

£40,000 + Car
+ Bonus + Share Options

megasat

This highly entrepreneurial business has pioneered satellite communications in Europe since its formation in 1981. Today it is recognised as a market leader for professional, network and consumer systems and is currently enjoying the benefits of the present industry boom.

Its enviable reputation for integrity and technical excellence reflects the importance the company places on systems design and customer relationships. Clients include BT International, London Stock Exchange, BBC, Sky, BSB, Harrods and all the major players in European cable.

Turnover is increasing rapidly after doubling each year since 1981. Reporting to the Chief Executive and monthly direct to the Board, the successful candidate will assume full responsibility for all finance, including the supervision of systems and staff, special assignments, joint venture agreements and most importantly preparation for a market flotation before the end of 1992.

You will be a qualified accountant with specific experience of controlling finance matters within a rapidly expanding company. The age of the candidate is not important, attitude is. Strong negotiation skills, good business acumen and the ability to achieve a Board position are prerequisites.

Interested candidates should contact Michael Herst or Jon Vank on 01-629 4463 (day) or 01-720 1527 (evenings and weekends). Alternatively, please send a curriculum vitae to the address below or by facsimile on 01-491 4705 quoting Ref: MH816.

HARRISON & WILLIS

FINANCIAL RECRUITMENT CONSULTANTS
Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

Financial Controller

£35,000 + car

NW London

This is a highly successful and expanding Plc with a turnover in the region of £9.2m.

Central to its development is the appointment of a 'tough minded' computer literate Financial Controller who will report directly to the Chairman. Responsibility will be for the control of the accounting department and the implementation of a computer accounting system which must provide accurate and immediate financial control to the Board.

This is an excellent opportunity for a

**Moores
Rowland**
Chartered Accountants

European Finance Director

c. 550,000 F. Fr

Paris

Our client is a US company and a leader in high quality office system furniture; sales in Europe are around \$70 million. The European headquarters are based in Paris, but extensive travel to the UK and elsewhere in Europe will be necessary.

The Finance Director has a leading role to play in the management and development of the European business, particularly in determining priorities within the overall business plan. Key accountabilities include leading the entire European financial and IT function, planning, forecasting and reporting on the financial implications of commercial decisions.

Candidates should be Chartered

Accountants with previous experience of heading up a company or divisional finance function. Multi-national/European experience is essential and exposure to US reporting systems and schedules would be a particular asset, as would a working knowledge of French and/or German. Professional weight and the personal ability to counsel and influence at Board level is equally important.

In addition to salary, there will be a comprehensive executive benefits package.

Please write in confidence with full details, quoting ref. 17552 to David Dodd, MSL International (UK) Limited, Broad Quay House, Bristol BS1 4DJ. Tel: (0272) 276617.

MSL International

Company Finance Director

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A Business Unit
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To £40,000, Bonus, Car,
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F. D. DESIGNATE

Lincolnshire

£25,000 + Car

Our Client, a subsidiary of a Public Group, design, manufacture and market high quality packaging materials. The company, with a turnover of £13 million, employs 400 staff operating from a number of UK locations, and has, in addition, a European subsidiary.

This key appointment involves a broad range of activities, with a principal function to co-ordinate and develop the efficient financial management of the company. The role will be pro-active and will involve financial and commercial decision making at senior level.

Applicants will be qualified Accountants with genuine financial, commercial and interpersonal skills. With the ability to lead a small team, a good understanding of computerised systems is essential, ideally gained from a manufacturing background. Age indicator 28-40 years.

Overall this is a rare opportunity to become involved in an exciting programme of business development with a progressive Group. In addition to outstanding career prospects, an extensive remuneration package is on offer with a generous range of supporting benefits.

Please write with full career details, including current salary, and quoting Reference L/128/89 to Simon Clements.

KPMG Peat Marwick McLintock

Executive Selection

Arien House, Salisbury Road, Leicester LE1 7QS. Telephone (0533) 471122

Finance Director (Designate)

Excellent Potential
Subsidiary of Major Plc

The Midlands
Circa £30,000 + Car

Our client, a successful autonomous subsidiary of a major British Plc, operates in the Midlands and is a leading supplier to a specialised section of the motor trade. It has an excellent reputation, is highly profitable and has the potential to develop its operations further. They now seek a high calibre Finance Director Designate.

Reporting to the Managing Director you will lead a small head office team responsible for the accounting and financial control of the company. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 26 to 33. The business is poised for further development and a strong commercial awareness is therefore essential. Good computer skills and an ability to take a 'hands on' approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills.

This is a senior appointment and has excellent career prospects. Location is in the Midlands and there is an attractive remuneration/relocation package for the right candidate.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference 710, to Adamson & Partners Ltd., 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 420802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Head of Financial Consultancy

Home Counties

to £60,000+car

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth and rapid regional development has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to build a significant financial consultancy practice in an economically buoyant region with high growth potential. This will form an integral part of the firm's broader management

consultancy activities, which include marketing, I.T., human resources, manufacturing and distribution consultancy services.

The major responsibilities of the position will include initiation and development of business, managing assignments and the recruitment and development of a team of high calibre consultants. Existing clients range from small and medium-sized companies to major international groups, across a variety of business sectors. Assignments are likely to focus on business planning, treasury

operations, cost management systems, financial control and financial reporting systems.

Candidates, aged 30 to 45, must be qualified accountants of graduate intellect, who can demonstrate a strong track record of achievement gained in both industrial financial management and, latterly, at a senior level in a major management consultancy. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should write to Alan Dickinson ACMA quoting reference 2618 at Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Telephone 01-831 2000.



Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham

Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

FINANCIAL MANAGER

Salary £22,600 plus performance related pay
Dorset Family Practitioner Committee, responsible for the management of services provided by family doctors, dentists, pharmacists and optometric practitioners at an annual cost of some £65m, seeks a suitable person to take responsibility for its financial affairs, to provide expertise to fellow members of the Committee's senior management team and to help monitor, and advise practitioners facing radical change as the result of two Government White Papers.

The successful candidate will ideally possess a recognised accounting qualification and previous experience of NHS Finance will be an advantage but personal qualities and skills are paramount.

Job description/information pack from:

Personnel Officer
Dorset Family Practitioner Committee
Victoria House
Princes Road
Ferndown
Dorset BH22 9JR
(Tel: 0202 893000)

Closing date for applications - Monday 5 March 1990

In fact, as one of Britain's leading Finance Houses with a national network of branch offices and a major subsidiary of the National Westminster Bank Group, we can provide a truly progressive environment in which to explore your full potential.

We're keen to talk to qualified accountants about the exciting and varied opportunities across our business areas including our Head Office at Redhill. This is an ideal opportunity for you to talk to us informally about the excellent financial sector benefits and first-class career prospects available throughout the Group.

Accountants



The Complete Finance Service

Lombard North Central PLC

• A member of the National Westminster Bank Group

OPEN EVENING

Talk to us between 5.30 and 7.30 p.m. on Wednesday, 7th February at Redhill, Surrey.

We have all the options you need... and a lot more besides.

If you're an ACA, ACCA or ACMA, with between one and five years' post-qualification experience, come along to our modern Head Office, just two minutes walk from Redhill station, and find out how we can help advance your career.

If you can't make it, please write with brief cv, quoting reference FT1, to Ursula Robinson, Lombard North Central PLC, Lombard House, 3 Princess Way, Redhill, Surrey RH1 1NP.

Lombard North Central PLC is an equal opportunity employer and positively welcomes applications from all sections of the community.

Financial Controller

North West London

to £35,000 + car

Our client is a young and highly ambitious company specialising in importing and marketing contemporary office furniture. Established in 1985, both staff and turnover have more than quadrupled and the company anticipates further dramatic growth in the next few years. They are already recognised amongst the market leaders in their field and have future plans for diversification and expansion. As a consequence, they have identified an urgent need for a Financial Controller.

Reporting directly to the Managing Director, the candidate will be a qualified accountant with proven management and commercial skills. They will assume immediate responsibility for all financial and administrative functions, and will be expected to make a significant contribution to the future growth and development of the company.

Ideally, candidates should be aged between 27 and 34, with achievements in the field of business development and strategy planning. A graduate ACA/ACMA/ACCA with stamina and genuine commitment are required for this challenging and demanding role. There are excellent prospects for a high calibre candidate, in line with the predicted future growth of this company.

Interested candidates should send a detailed CV, including current salary and daytime telephone number to Carol Jardine at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH quoting reference LM 113.



SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Controller FINANCIAL ACCOUNTING

to £34,000+Car+Reloc. Pkg+Benefits

The client is a major U.K. designer and manufacturer of High-Tech electronic systems, based in the South East, whose capability in advanced technology has taken them to the forefront of the world's markets. Growth and success in recent years can be attributed to various other factors, which include the ability to deliver promptly within budget and to provide first class support. Also the implementation of and adherence to strong accounting, procedural and control mechanisms, have combined to consolidate their reputation worldwide.

As Controller-Financial Accounting you will report to the Financial Director and assume overall responsibility for the Financial Accounting, Cash Management and Internal Audit functions. More specifically, this will include the supervision of a strong management team responsible for the Bought and Sales Ledgers, the preparation of Statutory Accounts, fixed asset accounting and foreign currency management, together with systems design and implementation, payroll and the definition of cash management policies and procedures.

Candidates (aged 28+) will be qualified Accountants, ideally with exposure to an industrial environment gained from either a medium to large manufacturing organisation or the professional audit environment. A state of the art understanding of modern accounting techniques, together with first class man-management and interpersonal skills are essential criteria. They will be innovative, proactive and confident, possessing the ability to display the energy, initiative and flair required to meet the continuing challenge that this role will present.

For further information, please telephone or write, in strictest confidence, enclosing full career details, to David Goodrich, Firth Ross Martin Associates Ltd., Search and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY Telephone 01-528 2441 Fax 01-562 9417.



FIRTH ROSS MARTIN ASSOCIATES LTD.

CHALLENGING OPPORTUNITIES WITHIN AN EXPANDING GROUP

Yorkshire

This highly acquisitive group has grown substantially over the past five years creating a divisionalised and diversified organisation employing in excess of 6,000 people with a worldwide turnover of £300M+. Internal promotion within one of the group's major divisions, which operates through a number of specialist and autonomous engineering companies, has created two influential management positions.

Divisional Financial Controller

c£35,000, car

Reporting to the Divisional Chief Executive and working closely with him, the role will be all embracing involving the profitable development of the division's activities. A key element of the position will be formulating a total business strategy together with direct involvement in the commercial aspects of major contracts, many overseas based. Aged 30-45, qualified and commercially aware candidates should have an engineering background, preferably including major projects. The ability to operate with the minimum of direction and work closely with unit management is essential for success. Quote reference: (F.T. 353C).

Financial Director

c£30,000, car

To provide the financial and commercial controls for this high technology based process plant manufacturer with a turnover of £15M and employing 200+. emphasis is placed on advising colleagues on all factors affecting the business profitability and growth strategy. With a number of years experience in a contract/job costing environment, the successful candidate will be 30+, a qualified accountant, have operated in a senior accounting role and be familiar with computerised systems. Quote reference: (F.T. 354C).

Both the above positions are based in an attractive part of Yorkshire. A comprehensive benefits package, including relocation, is available.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Telephone: 061-839 0089 quoting appropriate reference.

Howgate Sable

EXECUTIVE SEARCH AND SELECTION

CORPORATE STRATEGY

Major West Country Enterprise

This SUCCESSFUL, publicly quoted service organisation has once again achieved record profits, and, with access to considerable funds, has ambitious plans for growth and diversification.

To support these plans, two new high profile positions have been created which offer a significant degree of autonomy and variety in the provision of strategic investment advice to the Board.

Strategic Financial Planner c.£40,000

Assisting the Group Finance Director in the formulation of strategy and evaluation of strategic options, you will be responsible for considering acquisition targets and new business activities, their evaluation and appraisal, and subsequent negotiation and integration into the Group. You will also advise on funding, structure, reporting and taxation implications.

It is therefore essential that you have a business mind capable of rapidly grasping and developing commercial issues, together with the flexibility to work with the minimum of guidelines.

A Chartered Accountant aged 28-35, you must have demonstrable experience in this field, possess a high degree of motivation and commitment, credibility in dealing with external advisors, and the desire to contribute to the successful expansion of the organisation. Ref: PEX40277/PM

Investment Analyst c.£30,000

Reporting to the Strategic Financial Planner, you will provide high quality and detailed financial and market analysis to support the Board's decision making. With a capital investment budget exceeding £1bn in the next ten years, you will advise on investment strategy for both Group and main operating units, assessing market trends and ratios and advising on timing and priorities. Ref: PEX40282/PM

Aged 25-35 and ideally a qualified accountant or MBA, you should have the experience and ability to establish this function and create sound relationships with external advisors and brokers, necessitating a breadth of high level business and financial analytical expertise. Ref: PEX40282/PM

To apply for these positions, please send a cv, indicating current salary, and quoting the appropriate reference, to Fiona McMillan, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 0606.

PA Consulting Group

HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

EXECUTIVE ACCOUNTANCY ROLES South East

International High Technology Corporation

This blue chip multinational group, established in 1981 has researched and developed microprocessing technology with emphasis on a truly automated means of transmitting information. A multi-million pound annual turnover and an outstanding record of growth and profitability has resulted in the need for:

COMPANY ACCOUNTANT (Director Designate) c £27,000 + Car + benefits

Reporting to the Managing Director and European Board, you will be solely responsible for financial control of the UK operations.

With the potential for a Board Appointment within 12 months this position offers exceptional scope to personally influence the shape of the company and to play a key role in its future direction - ideally Stock Exchange flotation within 3 years.

A qualified ACA/CIMA in your late 20's, you will have up to 5 years successful financial management experience in the commercial arena. Computer literacy together with strong communication and management skills are essential. Fluency in French would be advantageous.

For a flexible, decisive and ambitious individual this position offers an outstanding challenge in corporate development.

COMPANY ACCOUNTANT c £20,000 + benefits

Reporting to the Director Designate you will contribute significantly to the future growth and success of the company. This all encompassing role will include preparation of management accounts, control of all aspects of sales, purchase and nominal ledger administration combined with the ability to set up systems and provide timely and accurate information for Board Management.

This position represents an excellent opportunity for qualified ACA/CIMA, aged early 20's with at least one year's commercial experience. Prospects for progression to Chief Accountant (UK Operations) are well defined.

Please write in confidence to Helen Kirschock or Gina Gallagher, at:

Argosy Search and Selection Ltd.
Suite 28, Beaumont Court, Admirals Way,
South Quay, Waterside, London E14 9XL
Tel 01-537 3717 Fax 01-538 9925



Chief Financial Officer

Advertising, Public Relations and Marketing Group — Jeddah

US Dollars 60,000 Tax Free + Expatriate Benefits

This new position reports to the Director General of a well established and successful advertising, public relations and marketing group. The group is actively expanding its range of interests both by internal growth and by company acquisition and seeks an experienced Chief Financial Officer to be responsible for financial management during this period.

The Chief Financial Officer will be responsible for the finance function with particular emphasis on:

- * establishment of group wide financial procedures
- * funds management
- * project evaluation
- * development of computerised management reporting and financial controls.

The group is offering long term career prospects. Additional to the basic salary are expatriate allowances for car, housing, airfares, other benefits.

The successful candidates, a graduate with a UK or US accounting qualification, is likely to be either an experienced Finance Manager who is looking for a career move within the Middle East, or a younger accountant with some commercial experience wishing to develop with the group. Personal qualities of leadership and initiative are very important.

Age range 30 — 45; Good written and spoken Arabic is essential.

Please send career details including salary history, quoting reference JA/50 to: John Allen, Ernst & Young, Executive Recruitment Division, P.O.Box 140, Manama, Bahrain.

A role combining technical ability with "up front" communication

You will already have a financial technical background, and will be used to the preparation of budgets and forecasts and ideally analysing the profitability of new and existing business. For this challenging role however, you will also need the maturity and confidence to present this information to our customers in the form of "face to face" presentations and written documents as part of a negotiating team.

FINANCIAL CONTROLLER c. £24,000 + car + PPP BRISTOL

We are Lloyds Bowmaker, a member of the Abbey Life Group and one of the UK's leading finance houses. As a Division of the Group we specialise in the provision of leasing finance for business equipment.

Although financially and technically minded you also need to see the wider implications of our business upon our customers when evaluating proposed new business ventures and developing financial planning and forecasts to achieve the goals and objectives of the Division.

As a Qualified Accountant with a background of 4-5 years' commercial experience, ideally in the leasing industry, you will be computer literate and familiar with FCS and Lotus. You will have excellent interpersonal skills and the potential to take on a people-management role developing relations with staff and suppliers. You may possibly be a graduate, though this is not essential as experience is more important than formal qualifications.

Ideally the position would suit a Financial Analyst or Financial Accountant with leasing experience looking for career development.

In addition to our attractive salary we also offer a benefits package consisting of a company car, PPP private health cover, non-contributory pension, excellent relocation package, mortgage subsidy and preferential loan scheme.

Please telephone for an application form or write with full career details plus current salary to: Teresa Bailey, Personnel Department, Lloyds Bowmaker, Business Technology Finance, Finance House, 80 Stokes Croft, Bristol, BS1 3QW. Telephone (0272) 248080.



Business Technology Finance

Corporate Financial Manager

c £45,000 + bonus + car

Candidates must be qualified accountants, probably in their early thirties, with experience of Stock Exchange reporting. Your current background may be in a manufacturing environment.

This position offers a highly attractive salary and a performance related bonus, plus a car, and benefits which include profit sharing, non-contributory pension and free medical insurance.

For further details please reply in confidence, with a detailed CV to: P.J. O'Sullivan, Personnel Manager (Group), Legal & General Group plc, Temple Court, 11 Queen Victoria Street, London EC4N 4TP.



Legal & General is an equal opportunities employer

DERIVATIVE PRODUCTS MANAGER — TRADER SUPPORT

ACA/MBA

Aged 25-35

c £50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House, 1 Leicester Place, London WC2H 7BP
Telephone: 01-437 0464

YOUNG FINANCE DIRECTOR

West Midlands

c. £35,000 + car + benefits

Following a reorganisation of its manufacturing facilities, this £30m turnover subsidiary of a well-known plc is in excellent shape to capitalise on the strong position it already holds in its niche marketplace. Following this appointment, a highly capable and dynamic management team will be in place to develop the business aggressively, thereby increasing profitability substantially.

One of your main initial aims will be to ensure that, with lines of communication much shorter, reporting systems are improved and the philosophy of tight financial control is understood and practised at all levels. There is plenty of scope here for you to make a significant personal impact and for this to be recognised in the form of a better informed commentary on business operations and quantifiable improvements in key performance criteria. The business will be adopting a very active development policy and your professional input will be crucial at all stages in this programme.

The company culture is demanding, fast-moving and results-orientated. To be a success here, you will need to be a highly intelligent, qualified, young professional with a well-developed "feel" for business, supported by practical experience in industry. The Group has a record of providing exceptional career opportunities for its young executives and of rewarding them impressively for effective performance.

Please apply to our Manchester office, where your contacts are Dudley Harrap or Audrey Shaw.

FINANCIAL CONTROLLER

HEDSORBOARD, a privately-owned British Company, is the UK's leading board merchant supplying packaging and graphic boards to printers, cartonmakers and converters.

A successful Company based on 3 sites with current turnover of £20m, we require a qualified ACCA/CIMA to undertake responsibility for all aspects of the financial management of the Organisation. As a key member of the management team the successful candidate will have a practical but innovative approach to improving the quality and presentation of management information. Effective use of computer technology is an important part of this role. Key objectives include:

- Preparation of Financial and Management Accounts.
- Improvement of Management Reporting Systems.
- Co-ordination of bi-annual budget preparation.
- Management of a small highly motivated team.

Candidates should be aged 28-35 with at least 2 years post qualified experience. Excellent interpersonal skills are essential, combined with drive and initiative.

SALARY: £25-30K + CAR AND BENEFITS

Please write in confidence, enclosing a full CV, to:

Michele Birtles
Personnel Manager,
Hedsonboard
Tolworth Tower,
Ewell Road
SURREY
KT6 7EL
Tel: 01 390 3671



Management Accountant

Retailing Chain

West of London

c. £24,000 p.a.
+ car

Resource &
Development Ltd.

SEARCH • SELECTION • APPRAISAL • TRAINING

Our client is a high-profile retailing operation with well over 100 outlets across the U.K. Recognised as the market-leader in its own field it sets the trading standards that its competitors strive to emulate.

A major expansion programme involving the upgrading and enlargement of the retail network has necessitated a dramatic and significant enhancement of the accounting function at head office.

A Management Accountant is to be appointed who will take personal responsibility for the implementation and development of a computerised integrated accounting system. The role will develop into a function of considerable scope and variety centring on the production, analysis and interpretation of all management accounting data. In addition, the person appointed will be expected to communicate effectively with other senior managers in ensuring that adequate accounting standards are established, understood and achieved by the relevant operational and retail staff.

Applicants, aged around 25, must be fully qualified accountants with relevant experience gained in a multi-branch retail group. Of paramount importance is an intimate knowledge of networked EPOS systems used in high-volume fast-moving consumer product retailing. Well-developed communication skills are a pre-requisite with the ability to relate well to staff at all levels, often in demanding and pressurised situations.

As the company and its parent group continue to expand, future career opportunities are excellent.

An initial salary c. £24,000 p.a. is envisaged. A company car and a range of fringe benefits completes the package.

In the first instance applicants should send a comprehensive C.V., including details of salary progression, to Brian Hodges acting as advisor to the company at Resource House, 8A High Street, Epsom, Surrey KT19 8AD. Alternatively telephone Epsom (0372) 744311 to request an application form.

FINANCIAL CONTROLLER

An opportunity to join a fast growing, privately controlled company operating in construction materials. Ennemix Group is a significant, independent producer operating in the Midlands, East Anglia and South Coast regions.

The position entails full involvement and responsibility for assessment and control of Group cash resources within budgetary projections. The person will also be responsible for producing some of the Group's financial accounts to audit standard, and will have a direct responsibility for the finance of the operating subsidiaries of the Group and monitoring that they adhere to these financial targets.

This is a demanding job where a broad scope of financial management and accounting skills is essential, as is a willingness to take a personal involvement and dedication in the Group's achievements and targets. If you are ready to take on the hard work, the position offers excellent rewards.

Send a comprehensive curriculum vitae to C.V. McLeod, Chief Executive, Ennemix Holdings Limited, East Street, Bingham, Nottingham NG13 8DS.

**To £50,000
+ CAR + PARTICIPATION**

European Financial Director

This multi-divisional subsidiary of a diversified US high technology company is seeking a graduate qualified accountant with international experience to organise, develop and manage their financial and administrative functions across Europe. This person will assume full responsibility for, on a Pan-European scale, overall expense controls, financial reporting and analysis, management reporting and budgeting whilst ensuring the provision of accurate information on a timely basis into the field and to Corporate US Headquarters. The position will also require the development of micro-based systems and the extension of worldwide accounting and reporting packages; compliance with SEC and local statutory requirements, and management of the European treasury and tax situation. American corporate exposure and experience in applying creative, practical solutions to ongoing and developing issues in a multi-country situation are essential. The position is located in the M4 corridor and will involve some international travel of short stay duration. Please send résumé, including details of present remuneration and giving a daytime telephone number to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resource, 9 Greyfriars Road, Reading RG1 1LG. Telephone 0734 597111 quoting reference AEB02.

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge on 29 April 1990.

Coopers & Lybrand Executive Resource

Financial Controller (with an entrepreneurial spirit)

**£30-£35,000 + car
(South West)**

Our client who is a specialist in the development, marketing and support of software tools for IBM mainframe systems, now wishes to appoint a Financial Controller. This new position reports to the Managing Director with responsibility for establishing the financial function within the company. In this start up situation you will design and implement financial and management accounting systems which will cover its UK and overseas operations and then manage the accounting function. The position carries responsibility for both management and statutory reporting, as well as treasury and company secretarial duties.

Applicants should be a qualified accountant in their 30s, with a good grounding in commercial accountancy in a computerised environment. A high degree of computer literacy in financial systems and PC modelling is essential. The position will appeal to a confident and ambitious individual who is seeking greater autonomy. Energy and self-motivation will be vital to keep up with the pace in the company's informal and lively working atmosphere.

Price Waterhouse

Merrell Dow Pharmaceuticals Limited

A UNIQUE CAREER OPPORTUNITY

for a high potential

MANAGEMENT ACCOUNTANT

Merrell Dow Pharmaceutical Ltd is part of Marion Merrell Dow Inc, a highly successful US based multi-national Healthcare organisation committed to the ethical Research and Development, Manufacturing and Marketing of Pharmaceutical products.

We have a long tradition of success and an ambitious vision for the future. We are amongst the fastest growing Pharmaceutical Companies worldwide and last year our combined global sales were in excess of \$2.3 billion.

An excellent career opportunity for a Management Accountant has arisen at the Company's new headquarters, located in Stockley Park, near Heathrow. The successful candidate will be responsible for the management accounts functions within the Company and will report directly to the Financial Controller. As you will need to familiarise yourself with all aspects of the pharmaceutical business, self-motivation and initiative are essential.

Candidates will ideally be qualified with a positive attitude towards the commercial environment. Your total commitment to quality will be rewarded by opportunities for significant career development within this major multinational.

We offer a very competitive remuneration package consisting of a high base salary plus performance related bonus, a flexible and innovative pension plan, car, subsidised health insurance and other significant benefits. Relocation assistance will be provided where appropriate.

For further information please contact Karen Blackham at Merrell Dow Pharmaceuticals Ltd by telephone on 01 848 5221, or send your CV to her at Lakeside House, Stockley Park, Uxbridge, Middx UB11 1BE.

Group Financial Accountant

North West

Our client, a substantial publicly quoted company with turnover around £260 million worldwide, designs and manufactures specialised engineering and consumer products. In addition to the UK, manufacturing facilities are located in the U.S.A., Canada and Europe.

Re-organisation of the Group Head Office accounting structure has created the need for a Group Financial Accountant. Reporting to the Group Financial Controller you will have a small team of professionally qualified staff.

As a key member of the Head Office team you will be responsible for the review and consolidation of financial information including monthly and annual accounts, budgets and cash-flow forecasts of the subsidiary companies.

Our ideal candidate will be a Chartered Accountant with at least three years' experience either within a large professional firm or within a Group Head Office accounting function, who will be familiar with all aspects of group statutory and management accounting and reporting systems. Experience of taxation and computerisation would be a distinct advantage. The person appointed will be accustomed to working in a dynamic and fast moving environment and possess the personal skills necessary to succeed in this challenging position.

Conditions of employment are those associated with a successful group and include assistance with re-location where appropriate.

Please send a comprehensive C.V. quoting reference number 1551 to the Advising Consultant, Nexus Consultants, Gilbert Wakefield Lodge, 65 Bewsey Street, Warrington WA2 7JQ.

NEXUS
The Recruitment Solutions Company

FINANCIAL DIRECTOR DESIGNATE

Our client, based in Cambridge, is a market leader in the manufacture for sale and hire of laser display equipment and large screen video based products. The Company has achieved significant growth in both sales and profits and following a recent injection of development capital, current sales of £2m are forecast to rise to £6m within three years. The Company now wishes to recruit a FINANCIAL DIRECTOR DESIGNATE to join a young management team to take the Company to the Unlisted Securities Market. He or she needs to be a highly commercial, qualified accountant with strong inter-personal skills. Salary in the region of £30,000 plus benefits with the possibility of bonuses and share options at a later date.

Apply initially to the Company's adviser, Peter Howard-Jones, Jones Golding, Chartered Accountants, 70 Castle Street, Cambridge CB3 0AJ

DIRECTOR OF FINANCE

West Midlands £50K & excellent package

Our client, one of the top 100 public companies in the UK, is an acquisitive and innovative retail and distribution organisation.

The Company now wishes to appoint an individual of outstanding ability and potential as Director of Finance for a £250m turnover retail subsidiary based in the West Midlands. Reporting to the Managing Director the position will entail responsibility for all aspects of finance and involvement in commercial decision-making.

It is anticipated that the successful applicant will make a significant impact on the future growth of the business.

Applicants will be probably aged over 35, be professional accountants, and must have experience of computerised retail systems. Personal characteristics will include a strong personality, ambition and excellent communication skills.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555

Brian Ingram Associates

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE

SENIOR FINANCIAL ANALYST PAN-EUROPEAN MARKETING ENVIRONMENT

£30,000 p.a. Plus car and benefits

Duracell is a European market leader in the premium battery sector, with high-profile brands and a reputation for marketing excellence. An independent and successful business, we are committed to continuing our programme of expansion throughout the 1990's.

We now have an opportunity at a senior level in our European H.Q. and seek a Financial Analyst who will be the focal point for financial information relating to all the marketing subsidiaries throughout Europe.

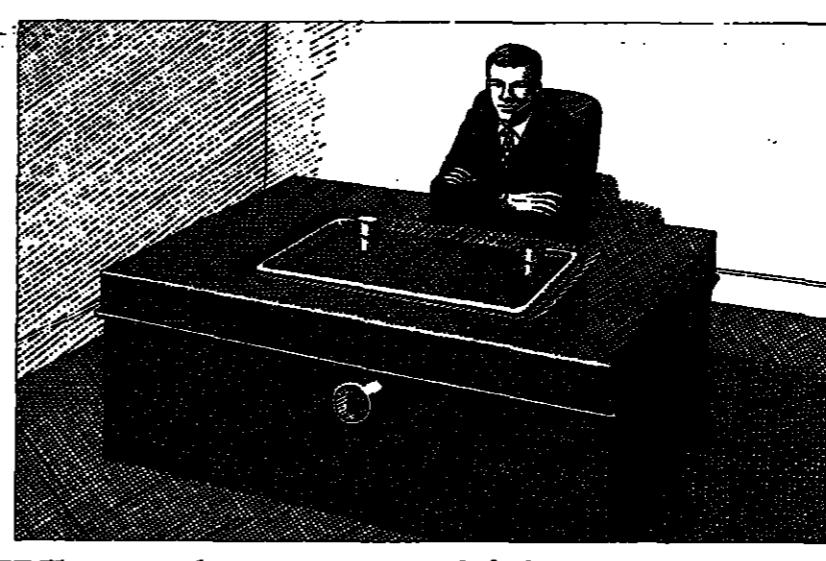
This is a highly visible role, which will involve close liaison with the company's most senior European Managers. Responsibilities will include the coordination, control and analysis of operating unit data, including annual plans and monthly actual information. The accuracy and insight provided by your commentary will directly affect vital business decisions.

Our need is for a qualified Accountant, probably aged 28-35, with proven interpersonal skills and the confidence to influence a dynamic business within the fast-moving consumer goods sector. Previous experience of a pan-European environment and/or fluency in a second language would be an advantage.

The remuneration package will fully reflect the importance of the role, with a salary of around £30,000 p.a. plus fully expensed company car and a comprehensive range of benefits.

Please write, or fax a full c.v. to: Tony Tomblin, Personnel Manager, European H.Q., Duracell Batteries Limited, Mallory House, Hazelwick Avenue, Three Bridges, Crawley, West Sussex RH10 1FQ. Fax No: (0293) 549320.

DURACELL



Where does an ambitious treasury manager go from here?

For at least three years now, you've done a first-class job in corporate treasury management.

And although still in your late 20's or early 30's, you have developed excellent professional,

social and interpersonal skills.

But is your present company giving you the opportunities that you deserve? If not, consider treasury management consultancy with KPMG Peat Marwick.

You have a future at **KPMG** Peat Marwick Management Consultants

Practice Director

North Midlands

£35,000 + Car + Benefits

Our client is a leading provincial firm of solicitors operating principally in the Midlands and the North West and increasingly in London and internationally. The practice provides a high quality service of specialist and general commercial legal and financial advice to the business community. Continued expansion of activities has identified the need for a Practice Director.

Reporting to the Managing Partner, the prime emphasis of this key appointment is to provide the Partnership with wide ranging support in the management and development of the practice. The Practice Director will assume full responsibility for finance, accounting and all administration services and staff. The individual will have

significant involvement in the formulation and implementation of future business strategy. Candidates, aged 35+, are likely to be graduate Chartered Accountants who can demonstrate sound technical and commercial expertise and a team orientated, hands-on management style.

A commitment to high standards of performance and a professional approach are essential. The role offers an excellent career opportunity, with a high quality of work combined with an exceptional quality of life.

Interested applicants should contact Mark Harley BSc(Hons), ACMA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ, or telephone 061-228 0396.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

CITY TREASURER

Package circa £66,500
plus relocation package up to £20,000

Birmingham has established itself as one of the most progressive cities in the European Community through the foresight and achievements of many organisations including the City Council. We have always been regarded as a progressive authority, due to our pioneering development work and policies which aim to provide a first class service to our one million citizens. To achieve that aim we have an annual budget of over £1 billion and employ around 51,000 people.

Our capital and revenue financing has been crucial to our success and is certain to remain of paramount importance.

You will be responsible for developing and implementing comprehensive strategies and policies; these include major changes in management structure to give both greater freedom and greater accountability to service managers throughout the City Council.

To succeed you will need to have operated in a strategic and financial planning role at a very senior level within a large multi-disciplinary organisation.

Whilst we attracted a high calibre response when this position was previously advertised, we have improved the package on offer to reflect the importance of the job and to make it even more attractive. You can therefore expect a renewable fixed term contract, negotiable but likely to be around five years, a substantial salary, a free car, a personal allowance and additionally a very generous relocation payment.

For an informal discussion please telephone Stephen Ward, Director of Management and Personnel on 021 235 2265.

For an application form and further details, please telephone Denise Cutting on 021 235 4238, or write to her at Directorate of Management and Personnel, Birmingham City Council, Snow Hill House, Barwick Street, Birmingham, B3 2PF. (Fax 021 233 1866)

Closing date: 2nd March 1990.



Birmingham City Council
The City Council welcomes applications from all sections of the community irrespective of race, colour, gender, sexuality or disability.
Job Share welcome, no partner necessary.

FINANCIAL DIRECTOR

S.W. of London £50K & excellent package

Our client, a large and attractive major UK plc, wishes to appoint a Financial Director for a new division it has created following recent acquisitions. Projected sales for 1990/91 are c£150m.

The appointee, reporting to the Divisional Chief Executive, will be responsible for all accounting and financial matters within the Division and its subsidiaries. He or she will participate as a member of the Divisional Board in the planning of the future growth of the business and will play a key role in improving the operational efficiency and the quality of management information and systems.

The successful applicant is likely to be over 35, be a qualified accountant with a minimum of five years in commerce, and preferably have experience at Director level in a medium sized Distribution/Service company. Applicants should possess determination, ambition and the ability to communicate at the highest levels.

If you wish to be considered for this excellent career opportunity please apply in confidence to Paul Fairley, at the address below or telephone him on 01-629 3555.

Brian Ingram Associates

Brian Ingram Associates 70/71 New Bond Street, London W1Y 9DE

U Utell International

Treasury Manager

Middlesex

Utell International, the rapidly expanding hotel reservation and marketing subsidiary of Reed International Plc, has 35 worldwide sales offices operating in over 100 countries. The use of state-of-the-art networked systems to provide the highest level of customer service has led to increased profitability, further establishing their position as innovative market leaders.

The challenging and high profile role of Treasury Manager has been newly created to take pro-active responsibility for the management of the company's worldwide treasury activities. Based in their prestigious Kew head office, with a department of four experienced staff, you will report directly to the Finance Director, advising on policy matters and courses of action to minimise exposures and maximise interest earnings. The



Michael Page Finance
International Recruitment Consultants

FINANCIAL ACCOUNTANT

CENTRAL LONDON

Thomson Financial Networks Limited is a pioneer in delivering financial information and software to the international investment and corporate communities.

As a young dynamic and fast growing company, we are seeking a Financial Accountant to strengthen our Accounts Department. The Financial Accountant will be responsible for the preparation of monthly and annual accounts for our UK operation as well as consolidating the results of the Far Eastern business. In addition you will be required to produce management reports for the international business.

The successful candidate is likely to be in his/her mid-30's, a graduate qualified accountant with one to two years' post qualification experience. A background in working with spreadsheets and a computerised accounting package is essential.

This position will report directly to the Financial Controller and will be required to supervise one member of staff.

Benefits include optional contributory pension scheme, low cost private health cover and interest free season ticket loan.

Thomson
Financial
Networks

Please write with full C.V. to
Miss A Fawster, Personnel Manager,
Thomson Financial Networks Limited,
Centre Point, 103 New Oxford St.,
London WC1A 1DD.

Salary c.£25,000 + Car

FINANCE DIRECTOR

City solicitors
c.£65,000

THIS PRESTIGIOUS city firm, with a total staff complement of 200, has a wide range of corporate and private clients. Committed to profitable expansion, the firm has established a professional management team to co-ordinate and develop the firm's resources.

Reporting to the Managing Partner, you will have overall control of all financial matters and assist in implementing the partnership's strategy and business plans. Managing a department of 10 staff, you will be responsible for the preparation of detailed financial and management information.

including budgets and forecasts, maintaining performance and making recommendations for improvement.

A Chartered Accountant, you have the ability and personal credibility to liaise effectively with partners and other professional managers, particularly in developing and improving computerised accounting systems. Experience in a professional partnership would be an advantage, but is not essential.

To apply, please send cv, indicating current salary, to Fiona McMillan, Ref: 3898/FM/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

PA Consulting Group

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

FINANCIAL & INVESTMENT CONTROLLER

c.£25,000 + CAR + BENEFITS



CROYDON
Rank Hovis McDougall PLC, a major Food manufacturing company, has a vacancy in its Group Pensions Department for a senior manager to supervise and develop the accounting and investment functions within the Department. You will also act as Secretary to the Trustees.

You should be innovative with a proven financial background. In addition, you should have a good knowledge of pensions and also have made significant progress towards a relevant pensions or accountancy qualification.

CONFIDENTIAL

FINANCIAL CONTROLLER (SYNDICATE ACCOUNTANT)

c.£27,000 - c.£32,000 + CAR + BENEFITS



ESSEX
Are YOU a Qualified Accountant with personality and drive? Would YOU enjoy a diverse environment, one that would expose you to the latest accounting and business technology? Do YOU want to improve your competitive edge by working in a high profile role with a progressive firm where you would be exposed to all areas of business activity? Can YOU see the benefits of a career move that would put you in a Not Finance position, where you will be able to use your Lloyds experience, managerial expertise and business acumen?

Following a period of sustained growth our client, an innovative Syndicate Group dealing mainly with commercial liabilities, seeks an enterprising Controller to run the Finance function and work closely with the Managing Director.

ALLISON HOMES

COST (PROJECT) ACCOUNTANT

to £17,000



A challenging role which requires a very special person...
SPALDING, Lincs.
... A person with initiative and drive capable of taking decisions based on thorough investigations and yet ready to listen to new ideas and take advice. Reporting to the Financial Director you will undertake ad hoc appraisal work as well as contract and site costing analysis for this construction subsidiary of a major plc. Ideally with quantity surveying experience you will be computer literate, collating your information from sites nationwide for input into the management and financial accounts. In return for your enthusiasm and commitment Allison Homes are offering Pension, BUPA and Share Option Schemes. If you are this special person then contact us now on the address opposite.



Accountancy Personnel

You don't just count you matter

Hays

A HAY'S PERSONNEL SERVICES LIMITED COMPANY

New Appointment Financial Controller

to £35,000 + car
Birmingham

Acer Engineering is a new joint venture company formed by Acer Consultants, the international engineering consultancy and Severn Trent Water plc.

The company, based on the Birmingham University Science Park, will carry out major projects internationally initially in the field of water, sewerage, drainage engineering and related fields.

They now need a Financial Controller, a chartered accountant probably aged early 30's to provide a full accounts and company secretariat

service to the company.

Controlling a small team, the successful candidate will report to the Managing Director, a structural engineer and to the board and should have, or be able quickly to gain, experience in the control of projects and project costing. Initially, support will be made available from the Acer Consultancy head office in London.

It is expected that the Financial Controller will also play a major part in the running of the company. An appreciation of business and a commercial outlook are, therefore,

regarded as being highly important. The comprehensive package includes BUPA, PHI, and an attractive relocation allowance where appropriate.

Candidates should write including full career and salary details quoting reference number MCS/8877 to Jim Mitchell:

Executive Selection Division
Price Waterhouse
Management Consultants
Livery House
169 Edmund Street
Birmingham B3 2JB

Price Waterhouse

An Influential Role in Financial Management Project Accountant

to £30,000 + Car + Benefits

Rapid expansion and exciting plans for future growth have created an outstanding opportunity with this major City financial services organisation.

A self motivated qualified accountant, you will need a robust, confident yet diplomatic approach, in this autonomous role. Liasing with senior management, this highly visible position is essential in supporting the business decision making processes of the organisation.

On-going responsibilities will include:

- ◆ Formulation and review of the business strategy of the organisation on an annual and five year basis.
- ◆ Preparation and presentation of monthly and quarterly management reports to the Board.
- ◆ Special projects including investment appraisal and financial modelling, requiring good working knowledge of spreadsheet packages.

This position offers outstanding potential for future advancement in a dynamic atmosphere and is particularly suited to a young, fast track accountant currently in a commercial environment or looking for a first move from public practice. Previous experience in the financial services sector is not required.

Please contact Darryl Bentley ACA on 01-925 0848 or write, enclosing a comprehensive CV, to Talisman Accountancy, Dorland House, 14-16 Regent Street, London SW1Y 4PH. Closing date for applications: 16th February 1990.



TALISMAN Accountancy

A DIVISION OF THE TALISMAN GROUP OF COMPANIES LTD

FINANCE DIRECTOR

City solicitors
c.£65,000

THIS PRESTIGIOUS city firm, with a total staff complement of 200, has a wide range of corporate and private clients. Committed to profitable expansion, the firm has established a professional management team to co-ordinate and develop the firm's resources.

Reporting to the Managing Partner, you will have overall control of all financial matters and assist in implementing the partnership's strategy and business plans. Managing a department of 10 staff, you will be responsible for the preparation of detailed financial and management information.

including budgets and forecasts, maintaining performance and making recommendations for improvement.

A Chartered Accountant, you have the ability and personal credibility to liaise effectively with partners and other professional managers, particularly in developing and improving computerised accounting systems. Experience in a professional partnership would be an advantage, but is not essential.

To apply, please send cv, indicating current salary, to Fiona McMillan, Ref: 3898/FM/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE. Tel: 01-235 6060.

PA Consulting Group

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

GROUP FINANCIAL PLANNING MANAGER

Strategic planning and the provision of financial data to support decision taking at the highest level is the essence of this position, which offers opportunities for career growth in an expanding environment.

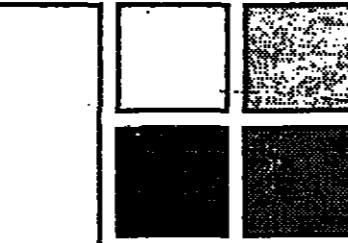
Acer is a leading group of consulting engineers, formed by the combination of Freeman Fox & Partners and John Taylor & Sons. Its projects are of increasing size and complexity, both in the UK and abroad, and demand corresponding sophistication in forecasting and control. This new position, reporting at director level, has been created to assist the Board in controlling and attaining the ambitious growth targets of the organisation.

We are looking for a professionally qualified individual, not necessarily a chartered accountant, with a blend of high-level experience in financial planning and project management. Knowledge of computer modelling techniques would be particularly useful.

In addition to a salary negotiable around £35,000, there will be good benefits, including pension and car. This opportunity is based in our new offices in Guildford and relocation assistance will be offered as appropriate.

Please send your CV to Tony Miller quoting reference R415 at our recruitment consultants, Miller Brand and Company, 36 Spital Square, London E1 6DY. Telephone: 01-377 5661.

acer



c£35,000
+ Car

FINANCIAL MANAGEMENT

Publishing

BUSINESS
ANALYST

Essex/Herts borders

to £35,000 + car
+ bonus

Our client, Longman, is one of the world's leading publishing groups and forms a significant part of the information and entertainment interests of the highly regarded Pearson plc. Expanding throughout its UK and international markets, the group is predicting an exciting future.

In a newly created position reporting to the Director of Financial Services, the Business Analyst will review new business opportunities including acquisitions, joint ventures and projects. Additionally providing a financial analysis service to senior management of several publishing divisions, he or she will appraise business performance and contribute to its enhancement. Based in Harlow, the Analyst's high profile within the group should lead to considerable promotion opportunities.

Aged 28-32, applicants should be commercially aware graduate accountants with proven analytical experience and excellent communication skills.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/895/F.

Group Finance Manager

Major British Plc

North of England

Our client, a household name and one of the UK's major retail groups, is seeking a high calibre financial executive to join its Group Finance function.

Reporting to the Divisional Director, you will lead a small highly qualified team whose role is to control and consolidate the Group's statutory, financial and management reporting. You will also be responsible for Group accounting policies and procedures, analytical support and strategy formulation. In addition you will be involved in systems enhancement, business evaluation, plus performance monitoring and acquisition analysis.

You must be a qualified accountant, ideally a graduate or MBA, probably aged 28 to 35. You should have at least two years' corporate experience in the group finance function of a major plc involved in financial accounting and consolidations. Experience of financial planning would be a further advantage. You must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills. An ability to manage change in a fast-moving environment is essential.

This is a high profile appointment and has genuine long term career development potential. The appointment carries an excellent remuneration and relocation package and is situated in a congenial location in the North of England.

If you are interested, telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 709, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 430802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

**Banking Systems
Account
Management/Marketing**

Travel the world! U.S. based banking software company is opening a satellite office in the greater London area. We are looking for highly motivated people with treasury experience.

Responsibilities will include support for European and Middle Eastern accounts as well as expanding the existing client base. Required: Education or background in IBM PC systems and treasury concepts. Excellent English skills and problem-solving ability are essential. Send CV to:

Boston Treasury Systems
2130 Massachusetts Avenue
Cambridge, MA. 02140. USA
Attn: George Voynick
Fax: 617-868-4637

A company representative will be in London to conduct interviews.

FINANCIAL CONTROLLER: START-UP COMPANY
SURVEY c£30k+ Finance Sector Benefits

THE COMPANY, a wholly-owned subsidiary of a major financial services group, is being established to provide private medical insurance products to be sold through the sales outlets of other members of the Group. Substantial and rapid growth is planned over the next few years.

THE JOB. Reporting directly to the Managing Director, the job carries responsibility for structuring financial policies, procedures and systems for the proper management control of the company's operations to meet commercial objectives as well as statutory requirements. The remuneration package will include a quality car and other benefits associated with a financial services company. Relocation expenses will be payable where necessary.

Candidates will be qualified accountants, aged under 40, with at least 2 years experience of both management and financial accounting and the ability to manage change.

Please reply in writing quoting current remuneration and giving a daytime telephone number. Replies to Martin Petersen.

Write to Box A1450,
Financial Times,
One Southwark Bridge London SE1 9HL.

Financial Controller

BSI Standards is the core business of the British Standards Institution, providing roughly half of a turnover in excess of £40 million.

The Financial Controller is a key role in implementing change mechanisms to make BSI Standards more dynamic, competitive and financially stable to meet the challenges of 1992.

Let's be clear. The job to be done is not accounting—although the successful candidate will probably be a professionally qualified management accountant and may well have taken an MBA. He or she will be hands-on, skilled in developing, interpreting and explaining financial/marketing information using spreadsheets.

First-class communication skills are a prerequisite—the controller reports to the Executive Chairman of BSI Standards and will attend Board meetings as well as interacting with 500 staff in three locations.

Specific responsibilities will be the development and control of forecasts, budgets, long-term plans and other critical management information. The controller will take charge of a small Business Information team, and will have strong functional links with corporate finance and accounts.

The position will interest those currently earning around £25K in a commercial/industrial business, and will be based in Milton Keynes or Mayfair. Relocation assistance will be given in approved cases.

Please write, enclosing a full curriculum vitae, including details of current salary to: Mr. S. J. T. Hill, Head of Personnel and General Services, BSI, 2 Park Street, London W1A 2BS.

Closing date for applications is: 15 February 1990.

BSI
Working for Quality

Bucks/Oxon
border
£30,000 + car



**GROUP
FINANCIAL
CONTROLLER**

This manufacturing and marketing group of companies supplies the UK and worldwide markets. The Group has a turnover of £3 million and is growing both organically and through acquisitions.

The young management team requires strengthening with the addition of an experienced and positive Group Financial Controller, who can demonstrate the qualities needed to be an active team player and develop this key role.

The position reports directly to the Managing Director and carries the full responsibility for all financial control and reporting throughout the Group. There are excellent career prospects for the successful applicant.

The Group is looking for a qualified accountant with proven commercial experience. He or she must demonstrate excellent communication and management skills.

Please write with your c.v. to

Mr M Pearson,
Chairman,
Styliant Auto Limited,
The Trading Estate,
Great Basley,
Oxon OX9 7PQ.

LONDON

c. £30,000
+ PARTICIPATION

Financial and Budgetary Control

We are acting for a major distribution, contracting and retail business which is undergoing rapid change in its financial reporting and systems. With a multi-million pound turnover there is a need for additional resource in the financial management team.

Your work will involve close liaison with divisional management in planning, budgetary control and the development of supporting systems. Experience of financial accounting would also be appropriate, and you will be expected to take a close interest in commercial affairs.

Coopers & Lybrand Deloitte is the trading name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK.

Your background could be in manufacturing or a service business, but in either case importance will be attached to your technical and staff management skills. An accounting qualification is essential.

Résumés please including a daytime telephone number and quoting reference AS660 to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB.

Coopers & Lybrand
Deloitte

Executive
Resourcing

Finance Director
Engineering

Greater Manchester

c. £33,000 + Bonus Scheme
+ F/E Executive Car

Our client, an expanding engineering company with a turnover in excess of £25m and an excellent profit record, supplies to niche markets worldwide and forms part of a successful diversified international group.

Reporting to the Managing Director, the position will take responsibility for the direction of the financial function. In particular, this will include an input into the policy and strategic planning processes of the Company, the controls of budgets, periodic accounts and management reports, together with responsibility for the efficiency and development of operational systems, which are all computer based. Close liaison with all operational functions within the Company is also necessary.

Applicants for the position should be qualified accountants, aged 30-40, with a minimum of five years' experience up to senior level within an industrial/commercial environment, ideally with the emphasis upon engineering. Additionally applicants must be able to demonstrate decision making and analytical skills, have proven management ability and be able to cope with the high demands of rapid growth. An excellent package will be offered to the right applicant.

Interested applicants should send a comprehensive curriculum vitae, with salary details, and quoting reference 9617 to:

Jeff Cottrell
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
London EC1N 8JA

Pannell Kerr
Forster
Associates
MANAGEMENT CONSULTANTS

**CORPORATE &
ACQUISITIONS
ACCOUNTANT**

Cheshire/Manchester/
Merseyside Borders
Age 25/32

£25/28,000
package + car

Our client is an internationally-owned holding company, based in Cheshire that controls a growing number of trading and processing companies, involved in a wide range of activities. Restructured 2 years ago, its ambitious plans for growth are gathering momentum and with further acquisitions expected, a highly talented young professional is needed to assist the Group Financial Director in this fast-moving and changing environment.

You will take an active role in the targeting, investigation and final negotiation of acquisitions, subsequently incorporating the newly-acquired subsidiary into the Group structure. Management appraisal, business plans, profit forecasts and systems review will be some of the many features of your brief. These evaluation processes will be a test of your technical and commercial skills, while face-to-face discussions with directors will demand a high level of confidence, maturity and professional credibility.

The role will suit a young, qualified accountant, either from the profession or in industry, who can already demonstrate a high degree of commerciality. An energetic, quick-thinking style will fit in well with the company culture.

Promotional prospects are excellent, both at Group and subsidiary level.

Please apply to our Manchester office, where your contacts are Andrew Shaw or Lawrence Burnet.

Amethyst House, Spring Gardens,
Manchester M2 1EA. Tel: 061-834 0618
Fax: 061-832 0123
Also at Birmingham, Leeds, Liverpool,
Nottingham and Swindon

ASB RECRUITMENT LTD: A Division of ASB Recruitment Holdings Plc

ASB

Commercial Manager

West Thurrock, Essex

We are acting on behalf of a dynamic and rapidly expanding distribution division of a major blue chip company. The division has a worldwide turnover of c£400 million and a high profile due to its strategic importance to the future development of the organisation.

As a result of the demands being placed on their increasingly sophisticated business, our client is seeking to appoint a Commercial Manager for one of their recently relocated autonomous operating units (c£15 million turnover), which itself reports to one of the main UK companies with a total turnover of c£125 million.

Reporting to and working closely with the General Manager of the operation, with a functional link to the Company Director, the Commercial Manager will act as an interface between the operating unit and its customers, ensuring that budgets and service contracts are both negotiated and serviced effectively, with a high degree of financial control. The successful candidate will

c£30K + Bonus + Car

also be responsible for producing and controlling all management information including three year business plans and monthly reviews in accordance with the group's high standards of reporting.

Prospective candidates must be qualified accountants, probably aged 28-35, with a strong track record, incorporating significant commercial exposure. Ideally from a project/contract costing background, candidates must have good systems knowledge, strong communication skills, and above all, the ability to manage vital commercial relationships in a credible and mature manner. The prospects within the organisation for future finance or operational career development are excellent.

For further information, please write enclosing full Curriculum Vitae to David Head, Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Key Member of Management Team GROUP FINANCE MANAGER

Age 27-32

Central London

c. £32,000 plus car

As part of our client's continued impressive growth and development, as a market leader in its sector of consumer related products, it is in the process of a major reorganisation.

These positive developments have generated a new opportunity, which will be integral to this high-profile organisation's progress over the next 12-18 months.

Reporting to the Group Finance Director, managing a team of 20 staff, this role will be responsible for:

- Developing Group financial and management reporting
- Consolidation and analysis of periodic financial and management accounts
- Preparation of statutory accounts
- Assisting in the development of computer based systems

• Liaising with Controllers and Finance Directors throughout the Group

• Ad hoc investigations (stemming from the challenges and developments of reorganisation).

You will be a qualified accountant, probably ACA, with a minimum of two years' commercial experience. A strong confident personality and previous staff motivation/management experience are considered essential.

Excellent opportunities for progression within the group exist in the medium term.

If you wish to discuss this opportunity further, please contact Shirley Knight, BA, MRA, ACMA on 01-491 3431 or write to FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and note of current salary.

FMS

Search and Selection Specialists
for
Financial Management

LONDON

to £45,000
WITH CAR AND PROFIT SHARE

Finance Director

For a well established publishing company which is much respected in both the UK and internationally for the quality of its programmes and its strong customer base. The headquarters are in London and there are subsidiaries operating in the USA, France and Australia. In addition to the financial and accounting management of the UK organisation, you will have functional responsibility for the accounting of the overseas companies. An early priority will be to oversee a major upgrading of the group's computing resources. Also of importance will be the ability actively to participate in the planning and execution of the company's expansion.

If you are not already operating at or near board level in commerce, you could be seeking a move from a major consultancy practice. In either case an accounting qualification is essential, together with extensive experience of computer-based financial and management information systems.

Résumé please including a daytime telephone number and quoting ES655 to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB.

Coopers & Lybrand
Executive
Resourcing

WORLD LEADER - ENGINEERING

North West England

A major re-organisation within the corporate headquarters of one of the world's leading engineering groups has created two key and influential roles. With a £400M turnover and highly profitable, the Group employs in excess of 10,000 people across a number of sites. Activities involve the design and manufacture of major complex projects, many involving the use of 'state of the art' technology. An extremely healthy order book may be attributable to the ambitious, on-going investment programme.

Group Chief Accountant to £40,000, car, benefits

To play a total role in controlling the Group's financial accounting, treasury and taxation activities and meeting statutory accounting requirements. Furthermore to ensure that systems procedures are developed to meet the ever increasing demands of the business. Reporting to the Group Finance Director the Group Chief Accountant will be expected to influence profitability through the efficient use of financial resources. The brief is wide, involved and highly demanding, but will allow considerable opportunity for individual expression and personal development. Candidates aged 30+ will almost certainly be ACA's with broad experience which should include preparation of statutory accounts at Group level plus experience of fund management. A detailed knowledge of computerised accounting is essential. Quote reference: (F.T. 357A).

Group Systems Accountant c£35,000, car, benefits

Part of the re-organisation programme is an ambitious review of all accounting controls together with appropriate systems development. This new position, reporting to the Group Finance Director, will have significant impact on the relevant applications requiring detailed and constant involvement with both group and divisional financial management. An in-depth appreciation of both financial and management accounting requirements is essential with a number of years appropriate experience in a large manufacturing based group highly desirable. Candidates aged around 28+ will almost certainly be qualified accountants and have had practical experience in the implementation of both mainframe computer systems and package applications. Quote reference: (F.T. 358A).

Based in North West England, the positions offer the opportunity to make a significant impact on the business. A generous benefits package is offered.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonsage Gardens, Manchester, M3 2LE. Telephone 061-839 0089 quoting appropriate reference.

Howgate Sable

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Director of Finance

South Essex

Our client is an established FMCG company with a turnover approaching £25 million. Its prominence in an expanding marketplace was reflected by its strategic acquisition by a major Japanese group. With the financial backing to develop its UK and overseas operations to optimum effect, the company is poised for significant growth and development.

Following a period of re-organisation, the management team is seeking to consolidate its strengths by appointing a Director who will take a proactive financial role in the development of the company.

Managing a small team, the Director will be responsible for all finance functions

c£37K + Bonus + Car

with a view to exercising effective financial control over the operations of the business. In addition, he or she will provide significant input in areas of planning, product development, management information systems, economic forecasts and reviews.

A qualified accountant, preferably ACMA, the successful candidate will be a strong finance manager with a proven track record in industry. Developed man-management skills coupled with a persuasive and sensitive approach to management issues are essential.

For further information, please contact Mr. David Head at Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Financial Director

M4 Corridor

c.£40,000 + Car + Substantial Bonus and Share Options

This is an opportunity to play a major strategic role in the management of a £140m turnover company (plc), part of a large and well known European Group.

Reporting to the Group Managing Director, you will be expected to fulfil the normal duties of a company Finance Director - mergers and acquisitions, tax, legal, secretarial and insurance, and also to provide financial help and guidance to three devolved operating divisions. A very active participation in the key business and strategic decisions of the Company is required.

An FCA, in the age range 30-45,

you should have direct experience of a strategic role at the top level of a business and at least five years' financial management experience preferably in an international group. Consulting experience within one of the leading financial consultancies would be an advantage.

This is a career development appointment which will open up opportunities in General Management in Europe.

Please write with full details to: Mike Carr, MSL International, Ref: 16171, Clinton House, 2/4 Clinton Terrace, Derby Road, Nottingham NG7 1LY.

MSL International

Group Financial Controller

c.£35,000 + Car

Surrey

Our client, an autonomous subsidiary of a major insurance group, provides a unique portfolio of specialist insurance, consultancy and assistance services, currently used by over three million people.

As a result of sustained growth, the new post of Group Financial Controller has been created to manage a department of 12 people engaged in management and statutory reporting, internal controls, treasury, credit control, payroll and product costing.

Candidates must be qualified accountants, probably aged 30-40, with some experience gained in a service industry. Proven management ability is of more importance than technical insurance

knowledge. The person appointed will possess the leadership and personal qualities to guide and motivate his or her team through a period of rapid change with its related challenges and pressures.

The Company is the leader in its field and can offer an excellent working environment, stimulating colleagues and significant career prospects. An attractive salary will be negotiated, together with usual large company benefits, including a share option scheme.

Please apply to Sir Timothy Hoare, Career Plan Ltd., 33 John's Mews, London WC1N 2NS. Tel: 01-242 5775. (01-607 7359 between 7.30 and 9.30 pm). Fax: 01-831 7623.

**Career
plan**
LIMITED

Personnel Consultants

Deputy To The Controller

Achieve Results Through Communicating

This profitable and respected International Group, based in central London, is a market leader in crude oil and LNG transportation. This opportunity, enjoying immediate responsibility in a fast moving and challenging environment, will see you join a highly automated accounting department. As Deputy to the Controller your responsibilities will include managing a young team involved in monitoring and producing financial results for senior management, assessing variances, special project work and overseeing the implementation and development of a new accounting system. You will deputise, when appropriate, for the Controller.

In your late 20's, early 30's you will have an ACA/ACMA/ACCA with a good degree. You may have 2-3 years' commercial post-qualification experience within a blue chip organisation. As a self-starter you are adaptable and capable of motivating a team. Your effective communication will enable you to draw information from all levels. The salary is generous and includes an attractive range of Group benefits plus executive car. Please write with full career and salary details in complete confidence to Ref. 6124: Cripps, Sears and Partners - Selection Division, 71 Kingsway, London WC2B 6ST. Telephone 01-404 5701. Fax 01-242 0515.

FINANCIAL CONTROLLER

£28K + Attractive Benefits Package including Car

Qualified Accountant required to complement Management team. Working to deadlines, you will be responsible for all the Accounting of the operating aspects of cruise line based in London.

Commitment, high technical competency, ability to manage and motivate staff towards the development of a quality financial department are all essential personal characteristics.

Career opportunities within the group are excellent.

Please reply in confidence, enclosing a full C.V. to Box A1452, Financial Times, One Southwark Bridge, London SE1 9HL.

Eurobond Sales

Salary - Negotiable

A dynamic and well-regarded trading house with a developing presence in the Euromarkets is looking to expand its London-based operation. They therefore wish to recruit experienced Eurobond sales professionals. Candidates will have a number of years' experience gained in an established Eurobond sales team, with a well developed client base within Europe. Proven sales ability is a prerequisite and fluency in one or more foreign languages would be a major advantage.

Compensation will not be a limiting factor for the right candidate. Interested applicants should contact Arabella Goodfellow or Kate Griffiths on 01-831 2000 or write to them at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

INVESTMENT ANALYST

Short-term appointment

FT Prices, the department of the Financial Times responsible for daily financial statistics, requires an experienced investment analyst to work on a confidential development project.

The successful applicant will need to demonstrate thorough familiarity with Continental European equity markets and companies, as well as with relevant financial information sources. First-hand acquaintance with the principal European financial centres would be a distinct advantage, as would some knowledge of PC support systems.

This full-time appointment will be made on a short-term contract basis and will last not longer than six months. Working hours can be flexible, but applicants must be able to start immediately.

The FT offers a stimulating newspaper environment in which to work, as well as competitive pay and conditions.

Please apply in writing, attaching a detailed CV and two relevant references, to:

The Prices and Statistics Manager,
FT Prices,
Financial Times,
One Southwark Bridge,
London SE1 9HL

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Jonathan Wren Executive Credit

MARKETING

£26,000 to £65,000

ANALYSTS

£20,000 to £30,000

1990 has seen a burst of activity within the credit departments of many international and investment banks both in the City and in the Midlands. Jonathan Wren Executive is currently handling a wide range of new positions for credit professionals who are ready for that vital next career move. We are especially interested in candidates who can demonstrate particular credit experience and skills in the following:

UK corporates - small/medium
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An interview with one of our team of highly experienced consultants offers an opportunity to assess your current career position, and then access to our active client base of over 200 banking employers.

Call Norma Given, Richard Meredith or Ron Bradley on 01-623 1266, or send a c.v. to them at the address below.

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SINGAPORE

SYDNEY

Jonathan Wren

Recruitment Consultants
No 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266 Fax: 01-626 5258

INVESTMENT MANAGER JAPANESE EQUITIES

The Opportunity to Develop your Career with a Top Quality Institution.

This is an opportunity to join part of a major North American Insurance Group and to have responsibility for their Japanese equity and warrant investments.

Based in their City office and working as a member of a small team, your role will be one of active management of unit trust and life funds. Initially you will be managing in the region of £100 million and will have investment decision-making responsibility in your market area. Reporting to the Director of International Equities, you will also be required to present commentary on the Japanese market's performance and outlook.

You should have had at least two years' experience of managing Japanese equity

funds. You should also possess well developed stock selection skills and be performance-orientated. Finally, it is essential that you have strong interpersonal skills to present your views and be prepared to participate in the unit trust marketing process, on occasion.

The position offers an attractive remuneration package including a company car, mortgage subsidy and performance-related bonus. To apply, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears
and Associates**

A MEMBER OF THE SMICL GROUP

SPERRY-SUN DRILLING SERVICES

DIRECTIONAL DRILLING SUPERVISORS

Due to the continued expansion of its Directional Drilling Operations, Sperry-Sun Drilling Services has a requirement for experienced Directional Drilling Supervisors.

Mostly, candidates should have a minimum of 5 years experience in directional drilling, of which 3 years should have been in the North Sea. Experience in steerable systems and horizontal drilling would be an advantage.

All directional drilling personnel within Sperry-Sun employ will become familiar with and run our offshore directional drilling software package, predictably.

In addition to qualified Directional Drilling Supervisors, Sperry-Sun are interested in training a limited amount of Supervisors, preferably with drilling/locating experience, as engineering back-ground would be beneficial.

A competitive compensation package is offered.

Applications in writing only to:

TRACEY L. BROWN
SPERRY-SUN DRILLING SERVICES
HOWE MOSS DRIVE
KIRKSHILL INDUSTRIAL ESTATE
DUNDEE
ABERDEEN, AB26 0GL

RESEARCH ANALYST

Oil Company based in London requires Research Analyst for general studies on European products market.

Enthusiasm and background knowledge of petroleum is essential.

Please send your application and CV to Box A1448, Financial Times, One Southwark Bridge, London SE1 9HL

FINANCIAL BLUE CHIP

c.£60,000

Business Development - Europe

Consumer financial products sales in Europe are growing much faster than GDP. Our client has a stake in this market which it intends to grow by acquisition, joint ventures and marketing alliances. The job of Business Development Manager will handle these opportunities creatively and effectively from an office base in London.

If you are 38-45 with an MBA or suitable professional qualification, have a knowledge of insurance or savings products and experience in strategy consulting or M&A/Joint Venture planning and negotiation, we would like to hear from you. As a person you should be entrepreneurial, have worked and lived on the Continent of Europe and be fluent in English.

Coopers & Lybrand Deloitte is the business name used by Coopers & Lybrand and Deloitte Haskins & Sells in the UK. The two firms are to merge on 29 April 1990.

Our client offers the job satisfaction that goes with creating business opportunities in the environment of a friendly professional team working only at high level. The employment terms and prospects match this challenging requirement.

Write in confidence with CV and indication of present earnings to Liz Uthridge, Coopers & Lybrand Deloitte Executive Resourcing, 76 Shoe Lane, London EC4A 3JB, quoting ref HS682.

Coopers & Lybrand Deloitte

Executive Resourcing

GROUP FINANCIAL CONTROLLER

**Base Emoluments UAE Dh 300,000 tax free
Furnished accommodation + Car + Benefits**

A leading UAE incorporated commercial bank headquartered in Dubai with extensive operations in the UAE and overseas has created a new role and seeks to appoint a Group Financial Controller at senior Management level to head Treasury and Correspondent Banking and Finance.

The successful candidate heading this function will have a dual role; on the one hand he will have a line type authority over Treasury operations whilst on the other he will be functionally accountable for every aspect of the Bank's accounting, budgeting and financial reporting.

Reporting to the Group Managing Director, the successful candidate aged between 40-50 years will be a computer-literate seasoned banker with international financial exposure in the financial services industry, particularly well versed in asset/liability management, interest and exchange rate operations, the liquidity and funding requirements of financial institutions and management information systems. The candidate must possess entrepreneurial financial engineering skills, with proven man-management and hands-on management style. The job requires the successful candidate to provide guidance and upgrade and integrate Treasury operations within the Bank's total activities. It is also to promote sound financial management by ensuring the establishment proper implementation and periodic upgrading of financial policies, procedures, standards and controls throughout the Bank.

Interested candidates who meet these criteria should forward a comprehensive CV including current salary details to reach The Advertiser, Box A1446, Financial Times, One Southwark Bridge, London SE1 9HL by 15th February 1990.

CJA

RECRUITMENT CONSULTANTS GROUP

3 London Wall Buildings, London Wall, London EC2M 5PJ

Tel: 01-588 3588 or 01-588 3576

Telex No. 887374 Fax No. 01-256 8501

ACQUISITIONS MANAGER

WEST MIDLANDS

HIGH GROWTH SPECIALIST ENGINEERING, INDUSTRIAL AND COMMERCIAL SERVICES DIVISION OF SUBSTANTIAL BRITISH GROUP

For this new appointment, key to the success of an ambitious, international acquisitions and diversification strategy we seek graduates, ideally MBA or qualified accountants or solicitors/barristers, aged 28-35, with an established record in this field. This is likely to have been gained in merchant banking or via investment/venture capital activities. Reporting to the Acquisitions Director and initiating then working within an agreed corporate strategy, the successful candidate will be responsible for identifying and researching target companies and for detailed proposals and negotiation leading the closure and implementation of successful deals. The ability to achieve objectives with the minimum of direction and supervision is essential and languages will be an asset. Initial salary negotiable £35,000-£40,000 plus performance related bonus, car, contributory pension, life assurance, medical insurance and assistance with relocation costs, if necessary. Applications, in strict confidence under reference AM4697/FT to the Managing Director: CJA

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ. TELEPHONE 01-588 3588 or 01-588 3576. TELEX: 887374. FAX: 01-256 8501.

Assistant Compliance Officer

To £32K + Excellent Bens.

Our client, a prestigious and highly successful securities house, currently seeks a high calibre individual to join its Compliance Department. With reference to the regulations, primarily of TSI, but also Bank of England and IMRO, the successful candidate will be responsible for conduct of business surveillance, training and one-off projects.

Ideally, candidates will have compliance experience and, possibly, a legal or accountancy qualification. Knowledge of the financial services industry is essential, as are good interpersonal skills and a mature approach. Interested? Call Karin Clarke on 01-831 2000, or write to her at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants

Credit Analysis

We are currently experiencing increased demand from a wide range of leading institutions who seek experienced credit analysts. Areas of particular interest include property, commercial mortgages, LBO's and asset based finance.

If you have a minimum of 2 years' corporate credit experience with exposure to both balance sheet and cash flow analysis across a broad spread of products and would be interested in hearing about current market opportunities please contact Mark Hartshorne, Charles Ritchie or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants

London Paris Amsterdam Brussels Sydney

SALES AND MARKETING EXECUTIVE GLOBAL CUSTODY

Our client is a premier International Bank and leading Global Custodian where dedication to customer service and the development of products to meet the increasingly sophisticated needs of international investors provide the competitive edge.

Their success to date, within the Global Custody market-place, has been built upon the strength of their information technology, together with the skills and expertise of their people. Future success is dependent upon continued product development, combined with their ability to effectively present their range of services to prospective clients. Consequently they are now looking to recruit a Sales and Marketing Executive.

The successful candidate will join a progressive, accomplishment orientated team with responsibility for proactively identifying new business opportunities and developing and implementing sales programs.

For further information contact Gill Pemberton or write in confidence to:

WELL COURT ASSOCIATES
11 Well Court, London EC4M 9DN
Tel - 01 236 0723 Fax - 01 489 8305
FINANCIAL RECRUITMENT CONSULTANTS

This high profile role will have direct revenue responsibility and is seen as critical to the future growth of the business.

Whilst candidates will ideally have at least a fundamental understanding of the securities market, this is secondary to a proven track record of selling products within the financial sector. Additionally, they should possess the maturity and personal presence to gain immediate credibility with clients at the highest level, together with outstanding interpersonal and influencing skills. Above all they should have the tenacity to achieve in a highly competitive environment and be motivated by the tangible success of closing deals.

This is an opportunity to join a dynamic, market leader offering outstanding career prospects together with a competitive compensation package.



Analyst—UK Capital Goods

Morgan Grenfell Asset Management Limited is one of London's most successful investment management companies with assets under management in excess of £16 billion. We are now seeking an additional experienced investment analyst to join our UK Equity Research team.

The successful candidate will be responsible for analysing the capital goods sector of the UK Equity Market for our fund management teams. Success will be judged on the quality of stock selection ideas and overall contribution to portfolio performance.

This demanding and potentially exciting opportunity will appeal to a self-reliant analyst who would enjoy working in a small, stable team within a large and dynamic firm. Candidates should have about five years' experience of investment analysis of which at least two years should have been in the capital goods sector. In addition to an attractive salary and bonus scheme, we offer a substantial benefits package reflecting the importance we attach to this post which includes a company car, mortgage subsidy, non-contributory pension and BUPA. Career prospects are excellent.

Please write, in confidence, with a full CV to:

Stephen Brooks
Personnel Manager
Morgan Grenfell
Asset Management Limited
20 Finsbury Circus
London EC2M 1NB

**MORGAN GRENFELL
ASSET MANAGEMENT**

REAL ESTATE BANKER

The Opportunity to Develop and Run Your Own Team

This is a chance to expand and manage a real estate team within the structured finance area of a leading commercial bank. Your job will involve building upon a small existing loan portfolio to help the bank to become one of the major deal-leaders in the area of property finance. You will be marketing the bank's full range of debt products and, with assistance, will be generating business from a client-base consisting of some of the largest property companies.

You are likely to be from a banking background and have spent at least 3 years specialising in real estate banking. Probably in your late 20's/early 30's, you should be

highly motivated and a potential team-leader. You should also possess strong interpersonal skills for presenting your business development ideas within the bank and for marketing/client liaison.

This position offers a competitive remuneration package including a performance related bonus, company car, mortgage subsidy and other benefits. If you would like to be considered, please telephone Susan Muncey on 01-222 7733 or write to her at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP.

**John Sears
and Associates**

A MEMBER OF THE SMCI GROUP

ASSOCIATE DIRECTOR/SENIOR MANAGER CORPORATE FINANCE

City

Our client, one of the leading Japanese Securities Houses, seeks to appoint a dynamic and innovative Associate Director/Senior Manager to strengthen its European Corporate Finance team.

Reporting to the Head of the Central European Desk, your primary responsibility will be to market a full range of corporate finance services, predominantly to German Corporates.

Fluent German is a prerequisite as is the ability to use your extensive contacts in the German corporate sector to initiate quality transactions. A proven track record in deal-making in respect of German clients, excellent communication and negotiation skills

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

£40K—£50K + Benefits

together with commercial flair and dynamism are essential to succeed in this competitive and challenging environment.

An accounting, legal or MBA qualification is preferable, but more emphasis will be placed on candidates with directly relevant experience, probably gained in a leading financial institution.

The key nature of this appointment will be reflected in the final package on offer to the right candidate.

Interested applicants should telephone Jonathan Cohen on 01-437 0464, or write to him, enclosing a detailed CV, at the address below.

FINANCIAL TIMES LIBRARY STATISTICAL RESEARCHERS

The Financial Times Library provides data of an economic and statistical nature, using a variety of sources, for the journalistic team including Economic Features Writers and also produces regular Economic Tables all to daily deadlines.

We would like to hear from you:

If you have an Economics Degree, a minimum of 3 years experience in an information environment, specialising in economic data, and are conversant with both published and online sources using PCs. It is unlikely that any one under 27 years would have the relevant experience for this Senior Statistical Researchers post. £615,000pa

If you have an Economics Degree wish to pursue a career in the information field as a Statistical Researcher. £612,500pa It is essential for both positions that candidates have good general knowledge and the ability to work under pressure whilst maintaining accuracy.

Our working hours are 33½ per week between 9.30am - 7pm. Benefits include 5 weeks annual leave, sports facilities, season ticket loan scheme, subsidised restaurant, free medical health insurance and an employee share scheme (both subject to service qualification).

Please apply in writing enclosing an up to date CV to:
Mary Batten, Library Manager,
The Financial Times Ltd,
Number One Southwark Bridge, London SE1 9HIL

Closing Date 16th February 1990, previous applicants need not apply.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Corporate Banking

to £32,000 + car

Our client, a major international banking group, has built its reputation in the UK corporate market on commitment to relationships and being able to provide tailor-made solutions to specific financing requirements. Due to sustained business growth there is a need to recruit an additional Account Manager to the Division. Experience in UK corporate relationship management gained in an international banking environment will be a prerequisite. The Bank is also looking for some exposure to new business development. Additionally important, since transactions are often highly structured, will be a strong base in credit and risk analysis — a US bank credit training is favoured here.

This is a non-hierarchically orientated environment which rewards on performance and welcomes innovative input. Part of a major banking group, it offers immense scope for career progression both in the UK and overseas.

Contact Loretta Quigley.

Interested candidates should telephone 01-489 9494 (Fax 01-236 6716) or write sending a detailed CV to 12 Grovehead Court, Bow Lane, London EC4M 9EH.

CONSULTANTS IN HUMAN RESOURCING

LOMBARD
LOMBARD CONSULTANTS LIMITED

Senior Fixed Interest Manager

International Banking

Our client, a highly respected European bank with a global presence, is seeking an experienced fund manager to head up its Private Banking fixed interest operation in London.

Aged 35 - 45, you will currently be managing international fixed interest investments and should be well experienced in both Eurobond and currency markets. In addition to managing discretionary and non-discretionary funds you will be expected to contribute to international

investment strategy and to make formal presentations. Strong communication skills are essential.

This is an excellent opportunity to join a high quality organisation. The attractive salary and benefits package will fully reflect the importance attached to this key position.

To apply, please contact Tim Nicholls at Austin Knight Selection on 01 439 5783 (01 494 1093 evenings/weekends). Or write to him, enclosing detailed CV at Knightway House, 20 Soho Square, London W1A 1DS.

Please quote ref 124/TN/90.

**Austin
Knight**

INTERNATIONAL INSTITUTIONAL SALES

Major bracket West Coast firm looking for salesman to cover Italy and contingent regions. Preferably, the candidate will be Italian speaking registered rep w/min 2 years experience covering accounts. Must relocate to San Francisco, California. Compensation to be based on gross production with very attractive payout. Please address C.V. and cover letter to:

O Tschudi, General Partner
MONTGOMERY SECURITIES
600 Montgomery Street, San Francisco,
California 94111 USA
Fax (415) 627-2946
Toll free line London 628-3684

TREASURY SPECIALISTS

We are a fast growing Danish-based international group with an annual turnover approaching £300 million. We are seeking two treasury specialists to join our newly established London unit.

Coming from a banking or corporate treasury environment, candidates will be experienced in managing currency and interest rate risks and ideally will have a dealing, accountancy or analytical background. They will be self-motivated and capable of generating profits as key members of a small team.

A competitive salary and bonus structure is offered.

In the first instance please forward your CV to: Stephen Chance, Chance & Company, 68 Chandos Place, London WC2N 4HG

Williams Broe OIL ANALYST

Sector specialist with 1 - 3 years experience required to reinforce our presence in this area.

Please apply with C.V. to P. Cartwright at:

WILLIAMS de BROE LIMITED
P.O.Box 515, 6 Broadgate, London EC2M 2RP
Telephone: 01-588 7511

RISK ARBITRAGEUR For U.K. Office

Candidate should have Graduate Degree, M & A experience, Research Capability, Good Personality. Send Resumé by Fax to: 212 272 7422 or Write box A1438 Financial Times, One Southwark Bridge, London SE1 9HL

CIS Co-operative Insurance

Fund Management in Manchester

The CIS is one of the UK's largest insurance organisations and as an institutional investor is constantly involved in a wide range of investment transactions.

We are now looking for people to join the large professional team at our Chief Office in Manchester.

Fund Manager (European Equities)

As a fund manager you will be involved in day-to-day management of European equity portfolios. The successful applicant for this position will be a graduate with some experience of fund management.

Investment Analyst (Far East Equities)

This interesting role involves analysing the smaller Asian and Australasian stock markets and advising the fund manager. Successful applicants will be graduates, aged early-mid 20's, with 2 years' working experience in a financial environment.

Salaries are negotiable according to experience and career prospects with this rapidly expanding organisation are excellent.

There is a contributory pension scheme and free luncheon will be provided. A car can be provided as part of the total remuneration package and relocation expenses will be paid where applicable.

Please write stating age, qualifications and full details of experience to Senior Recruitment Assistant, Personnel & Management Services Department, Co-operative Insurance Society Limited, Miller Street, Manchester M60 0AL. We would like to receive applications by 9th February 1990.

The Society is an Equal Opportunities Employer.

ECP SALES

Daiwa Europe Limited, already a major player in the Money Markets requires a salesperson to join its well-established team. Daiwa is committed to improving its market share in Money Market instruments over the short and longer term.

Candidates are expected to have at least 2 years' experience in ECP sales with a demonstrated record of achievement in establishing and developing new and existing business. Fluency in one or more European languages would be an advantage.

A highly competitive remuneration package, including a full range of City fringe benefits applies to the position.

Applications by letter indicating how you meet the above requirements should be accompanied by a full C.V. and be addressed to Gordon Stevenson, Personnel Director.

DAIWA

Daiwa Europe Limited, 5 King William Street, London EC4N 7AX



CAZENOVE
& CO.

Mergers and Acquisitions

Cazenove & Co. is expanding its specialist mergers and acquisitions activities which are operated within the corporate finance department. We are seeking an experienced professional to become a key member of the team.

THE POSITION

◇ The M&A group concentrates on identifying and executing merger and acquisition business on behalf of the firm's clients.

QUALIFICATIONS

◇ At least three years experience, with an emphasis on mergers and acquisitions, gained within the corporate finance department of a major merchant or investment bank. The successful candidate is likely to be an accountant or MBA, aged mid to late 20s.

REWARDS

◇ Cazenove & Co. wishes to attract candidates of the highest calibre and will offer appropriate remuneration and excellent long term career opportunities.

Please reply in writing, enclosing full cv, Reference JO314
54 Jermyn Street, London, SW1Y 6LX

Cazenove & Co. is a member firm of The Securities Association and of The International Stock Exchange



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Jonathan Wren Executive

ACCOUNT OFFICER
COMMODITIES/TRADE FINANCE

A leading European bank, with an established activity in Commodities and Trade Finance, is seeking to strengthen its team by recruiting an account officer with at least 2/3 years experience in the sector.

The bank markets a wide range of short term facilities including many dealing room products, letters of credit, guarantees and bonds. They are looking for experience of the product range together with good analytical skills and ACIB or similar qualification.

The successful candidate will be offered a competitive salary and benefits package plus performance related incentive bonus.

Please contact Norma Given, Director, on 01-623 1266
or forward your cv to the address below...

Jonathan Wren
Recruitment Consultants

No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266 Fax: 01-626 5258

Williams de Broe

UK EQUITY RESEARCH

We are seeking to enhance our research capability and build upon current profitability.

To this end, we would like to recruit a highly motivated young analyst with 1-3 years experience. Computer literacy an advantage.

Early sector responsibility awaits the right candidate.

Peter Cartwright
Williams de Broe Limited
P.O. Box 515, 6 Broadgate, London EC2M 2RP
Telephone: 01-588 7511

DERIVATIVE PRODUCTS
MANAGER - TRADER SUPPORT

ACA/MBA

Aged 25-35

c£50,000 + Car + Bonus + Benefits

The creative momentum of a multi-currency derivative products team at an established US based Investment Bank, draws on an essential analytical support group.

An exceptional individual who has ambition to broaden product knowledge and risk management skills, will find the management of this trader support function a stimulating challenge.

As intermediary for traders, operations and accountants in London, Tokyo, Australia, Canada and New York, responsibilities will include day to day management of all accounting and operational issues arising from trading.

The products involved include swaps, and interest rate, currency and stock index options. Experience of these would be an advantage, but the major criteria for selection will be drive, numeracy, strong interpersonal skills and evidence of achievement.

Commitment and ability will be highly rewarded, and career prospects for this key role are excellent. We are inviting applications from top quality accountants and MBA's who wish to join a leading American Securities operation.

For an initial discussion please contact Bianca Coulter on 01-437 0464 or write, enclosing your career history, to the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House, 1 Leicester Place, London WC2H 7BP
Telephone: 01-437 0464

Project Finance

This AAA rated international bank is experiencing considerable expansion across the range of its banking activities. It has established a first-class reputation in a number of markets including project finance wherein the team handles the evaluation, development and financing of projects in the oil and gas, infrastructure, and electric power generation sectors. As part of the Bank's strategy for growth, they currently seek an additional senior professional for this high profile group.

Ideally aged at least 30, you will be a numerate graduate with strong PC modelling skills. You will have a minimum of 3 years' project finance experience and perhaps 10 years' total experience gained in a quality banking environment. Working within a small team, your primary responsibilities will be the identification, appraisal, structuring and negotiation of transactions, particularly those in the infrastructure or electric power generation sectors. You will manage deals from inception to completion and will monitor these transactions over the life of the project. You will be working closely with other areas of the bank and will be liaising with clients at a senior level. Successful candidates can expect a varied and long-term career within one of the world's most respected banking organisations. Normal banking benefits will apply.

Interested applicants should contact Mark Hartshorne or Ann Semple on 01-831 2000 or write enclosing a full curriculum vitae to Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

MARKETING EXECUTIVE - JAPAN

An exciting and challenging opportunity exists to represent a leading investment management company within an already established operation in Tokyo. The principal tasks will be marketing, identification of new product opportunities, and support to client servicing.

Candidates should be in the age range 30-40 and must be fluent to business standard in Japanese. Knowledge of the financial sector, not necessarily fund management, would be a significant advantage, but a full training of up to one year, based in the U.K. and Japan, will be given. It is anticipated that once fully trained, the successful applicant will spend a minimum of three years in Tokyo.

A generous remuneration package based on expatriate terms and conditions will be offered.

Please write with c.v. to:
Mr Dara Fitzgerald, ASA International Ltd.,
Recruitment Consultants, 111 Fleet Street,
LONDON EC4A 2AB.

Listing any companies to whom you do not wish your papers forwarded.



ASA International

COMPANY SECRETARY

£30k

Reigate, Surrey

Brown & Tawse Group PLC, a leading UK distributor of steel, pipeline and other industrial products is seeking to appoint an experienced professionally-qualified Company Secretary to be based at the Group's new Corporate Headquarters in Reigate, Surrey.

Reporting to the Group Finance Director, the appointee will be responsible with a small professional team, for the statutory requirements of subsidiary companies, the Group's pension and share option schemes and the insurance schedule.

Aged 30-45, applicants should have PLC experience and be qualified to assist with the legalities of business acquisition/divestment/restructuring

and the management of the property portfolio. Knowledge of Stock Exchange listing requirements and the City Code would be a distinct advantage.

The commencing salary will be negotiable from £30k depending upon experience, and the benefits package includes a company car at executive level and family medical insurance cover.

C.V.'s and handwritten letters of application, which will be treated in strict confidence, should be addressed to: Group Personnel Manager, Brown & Tawse Group PLC, P.O. Box 169 Imperial Street, Bromley-by-Bow, London E3 3JQ.

BROWN & TAWSE

A Brown & Tawse Group PLC Company

EUROPEAN/UK SALES
EXECUTIVE

As a global Investor Relations Services group, we have expanded aggressively in the U.K. and on the Continent. We are now looking for an additional executive, with sales experience in the financial area, preferably equity related, who would welcome some travelling abroad. Foreign languages, particularly French, a definite advantage. A high degree of self-motivation and good communications skills are needed to relate to Board level. Please send Curriculum Vitae to Dr. V. Berbers, 13 Knightbridge Green, London SW1X 7QL - Tel: 01-581 4393. Technimetre, Inc.

MANAGING
DIRECTOR

Clothing company, with £2.5 million turnover in North Midlands seeks Managing Director.

Strengths in sales and marketing essential.

Remuneration package will reflect the achievement of a turnaround.

Write Box A1451,
Financial Times,
One Southwark Bridge,
London SE1 9HL

The London branch of an International bank seeks applicants for the positions of:

FUTURES TRADER

The successful candidate, male/female, will ideally be aged between 25-30 and have at least 3 years active dealing experience running their own book in all short-dated financial future contracts. Trading experience in FRAs and IRS will be an advantage.

The position will suit a dedicated self motivator who can generate regular income and be willing to work in a small and highly professional dealing room which is looking for growth through the 1990's.

Negotiable salary + bonus + usual banking benefits
CVs to be sent to: Box A1449, Financial Times,
One Southwark Bridge, London SE1 9HL

All CVs will be acknowledged

